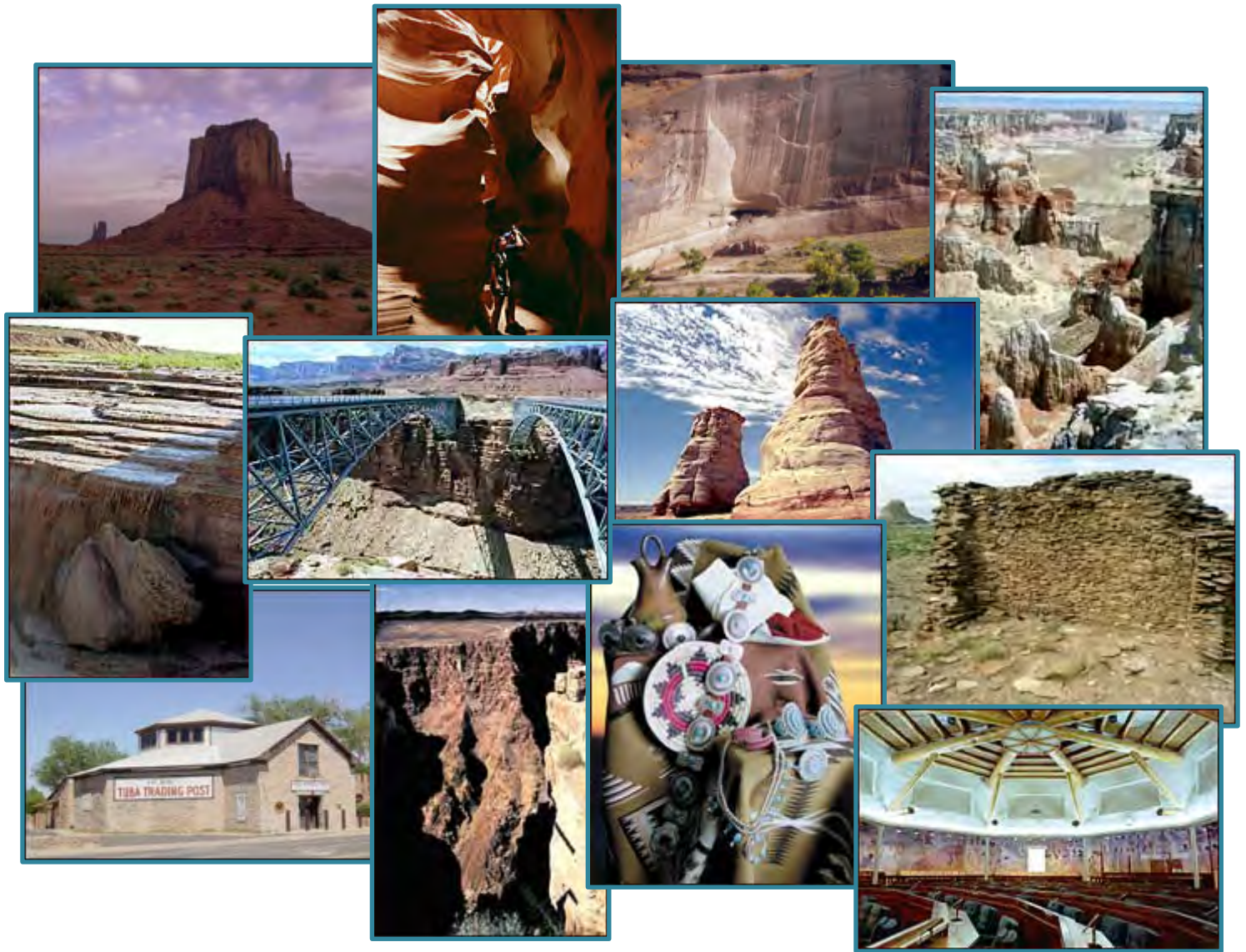


# NAVAJO NATION RISING: CAPITALIZING ON TOURISM FOR ECONOMIC DEVELOPMENT

## 2015-2019 Navajo Tourism Strategic Plan PREPARED FOR THE NAVAJO TOURISM DEPARTMENT March 2015



**BUILDING COMMUNITIES**

## Acknowledgements

This 2015-2019 Navajo Tourism Strategic Plan was led by the staff of the Navajo Nation Tourism Department.

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Other tourism leaders throughout Navajo Nation were consulted in the development of this strategic plan. Notably, two offices are key collaborators for the Tourism Department: the Navajo Nation Parks and Recreation Department and the Navajo Nation Department of Fish and Wildlife. There are four tourism-related Navajo Nation Enterprises that are key to advancing tourism throughout Navajo Nation: Navajo Arts and Crafts Enterprise, Navajo Nation Gaming Enterprise, Navajo Nation Hospitality Enterprise and Navajo Nation Shopping Centers Enterprise. The Navajo Nation Museum is also integral to tourism.

Specific contributors to this Plan include Geri Hongeva-Camarillo, of the Navajo Nation Gaming Enterprises/Twin Arrows Navajo Casino Resort, Dawn Melvin of the Arizona Office of Tourism and Donovan Hanley, of the Navajo Nation Hospitality Enterprise. All photos used in this plan were provided by the Navajo Nation Hospitality Enterprise.

*The recommendations contained in this strategic plan have been developed by Building Communities, and may or may not reflect the observations and views of each of the contributors to the plan.*

### Building Communities

This strategic plan was completed by Building Communities, Inc., a community and economic development strategic planning firm with extensive experience conducting planning activities on the Navajo Nation. Previous strategic planning work included the completion of the *Northeast Arizona Plan for Community and Economic Development* developed for Apache County in September 2013, the facilitation and reporting of the *Navajo Nation Building Summit* conducted in Tsailie, Arizona in August 2012, and five Chapter-based community and economic development strategic plans (Bodaway-Gap, Chinle, Fort Defiance, Ganado and the Many Farms Chapters.)

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March 2015 Final Plan



## Navajo Tourism Strategic Plan

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## Executive Summary

The Navajo Nation Tourism Department seeks to increase the beneficial economic impact of tourism throughout Navajo Nation. The Department intends to collaborate with key relevant Navajo Nation Enterprises, Divisions and Departments, as well as relevant state tourism offices in this endeavor.

The Department has worked diligently over the past three years to improve key relationships, expand marketing and promotion efforts and oversee facilities improvements throughout Navajo Nation. A summary of the activities and accomplishments of the Department is provided in Appendix E.

In general, this plan finds that there are significant gains to be made by more heavily relying upon tourism development as a vital component of overall economic development activities throughout Navajo Nation. Furthermore, unlike other economic development activities, the benefits of tourism can be more geographically widespread throughout Navajo Nation. Specific business development projects, by contrast, generally benefit one Chapter, and may have some positive impacts for neighboring Chapters. Tourism, on the other hand, represents an industry that by its very nature “travels” throughout the Nation.

This is a very *strategic* time for the recommendations of this plan to be considered. Despite exceptionally strong comparative advantages with tourism *product* and *location*, travelers to Navajo Nation have very limited opportunities to spend their tourism dollars. The recommendations in this plan combine to substantially increase those opportunities and the economic impact of tourism. Currently, according to the *2011 Navajo Nation Visitors Survey* published by Northern Arizona University in February 2012, a total of \$112.8 million of direct spending by out-of-region visitors contributed to a total economic impact of \$142.7 million annually for tourism on the Navajo Nation. The study concluded that the expenditures supported 1,788 full-time equivalent jobs.

**In general, this plan finds that there are significant gains to be made by more heavily relying upon tourism development as a vital component of economic development activities throughout Navajo Nation.**

By improving facilities, increasing marketing and promotion and establishing new tourism-based business activity, the economic impact of tourism could double in seven years, an estimated growth rate of 10% annually.

This plan recommends that \$20 million of the recent \$554 million federal settlement, or about 3.6% of the total amount, be invested in the administrative, marketing/public relations and product development activities recommended in this plan. This does not preclude other large-scale, tourism-related investments from being made from the \$554 million settlement. For example, the current administration has set aside funding for the proposed Grand Canyon Escalade project. Budgeting for such large-scale projects is beyond the scope and budgetary consideration of this strategic plan.



This strategic plan contains 27 recommendations to expand the tourism industry. The recommendations are categorized two ways. First, the recommendations are presented by “who” should implement them—the Navajo Nation Administration (top-down), Navajo Nation Chapters (bottom-up) and strategic partners (from the sides).

Second, the recommendations are presented by function. As such, the recommendations are related to either leadership/administration, marketing/public relations or product development. The table presents the number of each type of recommendation.

Strategic Plan Recommendations				
	Navajo Nation (Top-down)	Chapters (Bottom-up)	Strategic Partners (From the Sides)	Total
Leadership/ Administration	10	2	0	12
Marketing/ Public Relations	5	1	2	8
Product Development	5	2	0	7
Total	20	5	2	27

This Tourism Strategic Plan is unprecedented. While the Navajo Nation Tourism Department has completed and implemented a number of work plans that were more administrative/operational in nature, this plan is designed to make higher-level, more sweeping recommendations to broadly increase the economic impact of tourism throughout Navajo Nation.

**By implementing the recommendations in this Tourism Strategic Plan, significant, broad benefit could be produced that would enrich the economy throughout Navajo Nation.**

This Tourism Strategic Plan also differs from the regular update of Navajo Nation’s Comprehensive Economic Development Strategy (CEDS) in that tourism is the only industry considered in this plan.

Implementing this Tourism Strategic Plan requires a collaborative approach internally within the Navajo Nation Tourism Department, as well as externally with key strategic partners, divisions, departments and enterprises. While some of the activities will require ongoing effort, others should be implemented more intermittently (as shown in Appendix C—Plan Implementation Timeline).

In summary, tourism is somewhat of a “missed opportunity” for Navajo Nation. By implementing the recommendations in this Tourism Strategic Plan, significant, broad benefit could be produced that would enrich the economy throughout Navajo Nation while supporting and strengthening the local culture and language.





## Summary of Recommendations

	Leadership/ Administration	Marketing/ Public Relations	Product Development
<b>A. Leadership and Commitment of Resources from the Navajo Nation Administration</b>			
#A1: Clearly <b>Articulate the Importance of Tourism</b> Development for the Future of Navajo Nation	✓		
#A2: Re-establish the Navajo Nation <b>Tourism Department as an Enterprise</b>	✓		
#A3: <b>Allocate \$20 Million</b> of the \$554 Million Federal Settlement to Tourism Development	✓		
#A4: Strengthen Tourism Development <b>Staffing</b>	✓		
#A5: <b>Build Internal Teamwork:</b> Divisions, Departments and Enterprises	✓		
#A6: Enhance Collaboration with the U. S. <b>National Park Service</b>	✓		
#A7: Conduct the Navajo Nation <b>Tourism Summit</b> in the Spring or Summer of 2015	✓		
#A8: Expedite the <b>Business Site Leasing Process</b>	✓		
#A9: Create a <b>Nationwide Artisan Vendor Program</b> including Certification, Facilities Development and Promotion	✓		
#A10: Integrate Navajo <b>Language Preservation</b> Campaigns with Tourism	✓		
#A11: Continue Printing and Distributing the Navajo Nation <b>Visitor Guide</b>		✓	
#A12: Establish a Fresh <b>New Image and Brand</b> for the Discover Navajo Campaign		✓	
#A13: Continue to Enhance the New Tourism Department <b>Website</b>		✓	
#A14: Produce a Series of <b>High-quality Videos</b> Promoting Navajo Nation		✓	
#A15: Continue to Foster the <b>Film and Video Industry</b> Coming to Navajo Nation		✓	
#A16: Expand Focus on <b>International Tourists</b>			✓
#A17: Develop Attractions, Lodging and Other <b>Tourism Facilities</b>			✓
#A18: Design and Build Bold <b>"Monument Signage"</b> Welcoming Travelers to Navajo Nation and its Key Destination Sites			✓
#A19: Establish a Tourism <b>Wayfinding System</b>			✓
#A20: Design Facilities with <b>Motor Coaches</b> in Mind			✓
<b>B. Engagement and Effort at the Chapter Level</b>			
#B1: Heighten the Awareness of Tourism as a <b>Viable Strategy at the Chapter Level</b>	✓		
#B2: Program and Invest a \$5 Million Chapter-based <b>Tourism Implementation Fund</b>	✓		
#B3: Develop and Distribute <b>Tourism Posters</b> to Every Chapter		✓	
#B4: Foster New <b>Bed and Breakfast and Tour Guide Businesses</b>			✓
#B5: Conduct <b>Chapter Cleanup Days</b>			✓
<b>C. Collaboration with Neighboring States and Relevant Partners</b>			
#C1: Explore Proactive, Strategic Relationships with All <b>Four Corners States</b>		✓	
#C2: Proactively Team Up with the <b>Grand Circle</b>		✓	



## Introduction

2015 will be a year of transition for Navajo Nation, setting the stage for positioning the tourism industry as a much more significant contributor to Navajo Nation's economy.

The people of Navajo Nation need and deserve a stronger economy. While other economic development opportunities exist and should be pursued, a Tourism Development Strategy has immediate and long-term benefits that can contribute to virtually every Chapter's economy.

## Methodology

The Navajo Nation Tourism Department engaged Building Communities to complete a strategic plan focused upon tourism development. The plan is designed to contain a set of recommendations to bolster the positive economic impact of tourism by presenting specific recommendations related to leadership/administration, advertising/public relations and product development. Furthermore, the plan segments such recommendations at three levels: those to be implemented at the Navajo Nation-level, those to be implemented at the Chapter-level and recommendations related to strategic partners.

In order to formulate such recommendations, a series of interviews were conducted with Navajo Nation tourism staff, as well as tourism professionals both inside and outside of Navajo Nation. Building Communities also relied on its experience conducting five community and economic development strategic plans throughout Navajo Nation.

The methodology also includes a high-level review of the tourism-related activities performed by relevant Navajo Nation enterprises and tourism-related divisions and departments. An additional element of the methodology includes a literature review of relevant tourism, community and economic development strategic plans over the past 12 years.

Finally, a high-level budget recommendation is made related to the implementation of the strategic plan. The availability of \$554 million to Navajo Nation from a recent federal settlement provides the most likely financial resource for the implementation of many, if not all, of the recommendations.

## Situation Analysis

When it comes to tourism at Navajo Nation, there are many strengths to build upon. At the same time, there are many challenges to overcome.

On the positive side, destinations and brands such as "the American Southwest," "Arizona," "American Indians" and "Navajo" are in a league unto themselves. That is, before any investment in advertising and public relations, Navajo Nation enjoys tremendous, positive brand awareness upon which to build.



On the negative side, it is virtually impossible for a tourist to spend a significant amount of money at Navajo Nation. Surrounded by world-class national parks and “border cities” (Farmington, New Mexico; Gallup, New Mexico; Flagstaff, Arizona; Page, Arizona), travelers have become accustomed to making their travel expenditures off-reservation and only using “spare change” for expenditures such as gasoline, snacks and a periodic investment in an arts and craft product from a roadside vendor. There are a limited number of lodging establishments on Navajo Nation. For tourism to be a significant contributor to the Navajo Nation economy, substantial improvements in product development of all kinds (destination attractions, hotels/motels, restaurants, shopping/gift shops and more organized vending) must occur. The notable exception to this situation is the establishment and operations of casinos at Navajo Nation.

Implementation of this strategic plan is intended to build upon the activities and accomplishments of the Navajo Nation Tourism Department over the past three years (2012-2014). A summary of these activities and accomplishments is provided in Appendix E. In general, advancements by the Department include improved networking and relationships with tribal, state and national partners, participation in key events such as the Super Bowl Event Village, facility improvements at various attractions throughout Navajo Nation and coordination of events such as the Navajo Nation Tourism Conference and Expo in November 2014.

## Tourism on Purpose

Most travelers to the American Southwest have a primary destination outside the border of Navajo Nation. Major urban destinations include Phoenix and Tucson in Arizona, Albuquerque and Santa Fe in New Mexico, Reno and Las Vegas in Nevada, and Salt Lake City in Utah. National parks and monuments include Arches, Bryce Canyon, Canyonlands, Carlsbad Caverns, Grand Canyon, Saguaro, White Sands and Zion. In short, Navajo Nation may be surrounded by more visitor destinations than any place else in America. While the Reservation's history, culture and natural environment offers an equally compelling travel destination to these urban settings and national parks/monuments, Navajo Nation has yet to capitalize on much more than “pass-through visitor services.” Navajo Nation as a travel destination—with the preponderance of travel expenditures actually occurring *on* Navajo Nation—is a goal yet to be realized...and a tremendous economic and cultural opportunity.

For this positive change to occur, it must be: 1) desired, 2) planned strategically and 3) proactively implemented. This 2015 – 2019 Navajo Nation Tourism Strategic Plan is designed to initiate and sustain this change over the next five years.

## Immediate Opportunities

As noted in the Introduction of this Tourism Strategic Plan, 2015 is a year of transition for Navajo Nation. It is primarily in transition times (and sometimes in times of disaster/emergency) where major public policy shifts and budgeting allocation changes take place.





Specifically, the First Quarter of 2015 offers the opportunity for:

- The **Navajo Nation Administration** to embrace and launch tourism development as a cornerstone for economic development and cultural growth
- The **Navajo Nation Council** to embrace tourism development as an opportunity for virtually every Chapter to capitalize upon
- Participation in a **Navajo Nation Tourism Summit** that showcases the findings and recommendations of this strategic plan, engages the entire nation in embracing tourism development and sets the stage for the allocation of financial resources for tourism product development, advertising and public relations
- The active engagement of **tourism offices of four states** (Arizona, New Mexico, Utah and Colorado)
- Utilizing a portion of the recent **\$554 million federal government settlement** for tourism development and promotion

## Tourism Development from All Sides

A successful tourism development strategy should be implemented from three directions: 1) top-down, 2) bottom-up and 3) from the sides.

**Top-down Tourism Development.** A new era of tourism development activity must begin at the top. Beginning in early 2015, the Administration and the Navajo Nation Council must embrace tourism development as a bona fide strategy. The strategy must be bold, comprehensive, specific and action-oriented.

The top-down approach must seize upon the two biggest factors described above: 1) Navajo Nation has a tremendous brand to build upon, yet 2) tourists cannot find a way to spend substantial amounts of money on Navajo Nation.

**Bottom-up Tourism Development.** Although Navajo Nation Chapters generally have a limited number of viable community and economic development strategies, tourism development does provide a meaningful option for most Chapters. Some Chapters are benefitted by close proximity to significant “on-Reservation” tourism attractions such as Canyon De Chelly, Monument Valley, Lake Powell, Chaco Canyon and the Four Corners Tribal Park. Many other Chapters still benefit from proximity to such destinations by virtue of their position on state and tribal highways/roads and scenic routes. Appendix F presents these destination attractions.

For Chapters looking to update their Community Land Use Plan and to advance economically, tourism development provides a meaningful short-term and long-term opportunity.

**From the Sides Tourism Development.** Navajo Nation has a long-standing relationship with tourism development professionals in Arizona and New Mexico. Because Navajo Nation also includes land in Utah, and has great proximity to the State of Colorado, the opportunity to more proactively engage with four state tourism departments exists. In addition, Navajo Nation is already centrally located in the Grand Circle, a multi-state tourism marketing campaign with long-standing efforts and results.



## Recommendations

As indicated immediately above, for Navajo Nation to successfully implement a Tourism Development Strategy, three simultaneous initiatives must take place: **A)** leadership and a commitment of resources from the Navajo Nation Administration, **B)** engagement and effort at the Chapter level and **C)** collaboration with neighboring states and relevant partners. NOTE: There are three types of recommendations: 1) Leadership and Administrative, 2) Marketing and Public Relations and 3) Product Development and Facilities.

### A. Leadership and Commitment of Resources from the Navajo Nation Administration

The Navajo Nation President and Administration have the greatest potential to positively affect the future of Tourism Development at Navajo Nation. The Administration has the financial, human and technical resources in order to make such a commitment. Below are a total of 10 recommendations made for Administration implementation.

#### Leadership and Administrative Recommendations

**Recommendation #A1: Clearly Articulate the Importance of Tourism Development for the Future of Navajo Nation.** For too many years, tourism has been an afterthought on Navajo Nation. In order for the people of Navajo Nation to benefit from tourism expenditures, a very proactive strategy must be defined and implemented. It all begins at the top—the **Navajo Nation President should clearly proclaim the importance of Tourism Development** and the acceptance of this strategy as a cornerstone for economic development.

#### NAVAJO NATION RISING

People throughout Navajo Nation, Arizona and the world will soon appreciate that Navajo Nation is their destination to understand and appreciate the history, culture and lifestyle of the Diné today.

It is important to recognize that tourism is not universally understood by the people of Navajo Nation. Some Navajo people do not understand the contribution of tourism to their local economy, while still others may actually be opposed to tourism activity for one reason or another. Efforts to help Navajo people understand the value and importance of tourism should be a part of Chapter and Agency meetings.

#### Recommendation #A2: Re-establish the Navajo Nation Tourism Department as an Enterprise.

#### NAVAJO NATION RISING

By changing the Tourism Department to Enterprise status, implementation of the recommendations in this Tourism Strategic Plan can be expedited.

Navajo Nation government operations are structured as divisions and departments. Departments are sub-units of divisions. Currently the Navajo Nation Tourism Department is a sub-division of the Navajo Nation Division of Economic Development.

While there are benefits of the Tourism Department being “within



the government system,” the disadvantages outweigh the advantages. The nature of the work of the Tourism Department—public relations, advertising and facilities development—are best implemented in the more entrepreneurial environment of an enterprise rather than a government department.

Shifting from a department to an enterprise is very significant. The change separates tourism development activities from decisions by the Navajo Nation Council. Currently, all tourism revenues are collected by the government, and then dispersed through the Council to various uses. The detrimental budgetary effect of this is demonstrated by the Navajo Nation Parks and Recreation Department. In 2013, the Parks and Recreation Department generated \$12 million but was only budgeted \$4.3 million for operations. Separating Tourism (and for that matter Parks) would allow for improved and more stable funding for operations and investments.

In addition, enterprise-status allows for more business-like operations. Routine business operations such as purchasing and contracting would be separate from the often very cumbersome, bureaucratic process of government operations.

**Changing the Department to enterprise status will also enable the tourism development activities to be governed by a board separate from Navajo Nation government, thus enabling a more entrepreneurial environment in which to do their work.**

Finally, the existing “position” of the Navajo Nation Tourism Department and the Navajo Nation Parks and Recreation Department sheds light on internal coordination challenges. The Tourism Department is a subset of the Economic Development Division while the Parks and Recreation Department is a subset of the Navajo Nation Natural Resources Division. Given the different priorities and functions of economic development as compared to natural resources, an additional challenge to inter-agency coordination is presented.

**Recommendation #A3: Allocate \$20 Million of the \$554 Million Federal Settlement to Tourism Development.** Navajo Nation has a unique opportunity in front of it: how to best allocate the \$554 million federal settlement for community and economic development (and potentially other) purposes.

#### NAVAJO NATION RISING

A nation demonstrates its vision and advances its agenda through its budget. By making a five-year, comprehensive commitment to tourism development, Navajo Nation can begin to transform its economy.

Of utmost importance is that Navajo Nation be strategic about such an allocation. While at first glance the funding looks substantial, it amounts to only \$1,850 for every man, woman and child enrolled with Navajo Nation. If spread so thinly, the impact is negligible. If, on the other hand, the commitment of such funding is strategic and targeted—and leverages additional funding—this could be the beginning of substantial economic improvement for Navajo Nation.

This is the case in the realm of tourism development as well. **A total of \$20 million of the \$554 million should be earmarked for Tourism Development.** Specific recommendations for how and when \$20



million from the settlement should be invested in tourism development are contained in Appendix A, Appendix B and Appendix C.

Of this amount, \$10 million should be committed to “product development.” That is, \$10 million should be leveraged for improvements in “product” and “facilities” that draw visitors to Navajo Nation. Investments could be made in existing destination facilities, as well as to leverage higher-quality lodging and restaurant establishments on Navajo Nation. Where possible, such establishments should be owned and operated by Navajo Nation members. At the same time, recruiting off-reservation business activity is highly desirable.

\$5 million (\$1 million per year) should be committed to a long-term advertising and public relations campaign to be conducted over the five-year life of this Strategic Plan (2015-2019). This funding should build upon the new Navajo Nation brand/image (as per Recommendation #A12), and establish the expectation that **Navajo Nation is the Southwest’s New Destination Attraction**. Appendix D provides a comparison of this budget recommendation with state tourism budgets throughout the U.S.

Finally, \$5 million should be committed for multi-Chapter, locally-based tourism product development, advertising and public relations. Chapters should be challenged to partner with neighboring Chapters to identify local tourism assets, to improve such assets and to tie into the Navajo Nation-led advertising and public relations campaign for local implementation of projects and advertising. Chapters should advance such tourism priorities in the context of updating their Community Land Use Plans and developing their first-ever, Chapter-based strategic plans.

**Recommendation #A4: Strengthen Tourism Development Staffing.** Similar to other industries, tourism development is highly competitive. States and localities have become more aware of their respective tourism markets, and invest their tourism dollars in print, television and other media that best suits their marketplace. Such decision making requires local expertise. **Investing in the human and technical knowhow to implement tourism strategies is essential.** The recommendations made in the 2002 *Position Paper of the Navajo Tourism Department on the Expansion of the Marketing Program* should be reviewed and updated.

**NAVAJO NATION RISING**

Excellence in tourism development begins with a commitment to people and professionals that can advance the tourism industry. No one can articulate the needs, vision and plans of Navajo Nation tourism better than its own staff.

State travel agencies look to the Navajo Nation Tourism Department to be the primary contact related to general tourism questions, tours and the provision of other services including providing photographs, maintaining and sharing a “tourism calendar,” contacting tour guides and generally providing fresh information in order to “tweet about Navajo Nation.”

One key expanded role for tourism staffing is to inform and educate Navajo Nation members about the value and benefits of tourism. To the traveler discovering Navajo Nation, the value of tourism is



obvious. However, for tribal members, particularly people who may have spent little time off the reservation, simply understanding the nature and activity of tourism can be a challenge.

**Recommendation #A5: Build Internal Teamwork Amongst Tourism-related Divisions, Departments and Enterprises.** Navajo Nation divisions, departments and enterprises all too often act as independent agencies, rather than a part of a network of offices all working to serve a larger purpose: progress at Navajo Nation. One example of the lack of cooperation and coordination has been the inability of the Navajo Nation Tourism Department to gain permission internally within Navajo Nation to put “Welcome Center” signage on its Welcome Center at Sheep Springs.

Agencies such as the Division of Economic Development and its Tourism Department ought to effectively interrelate, coordinate and collaborate with key Navajo Nation enterprises, including Navajo Arts and Crafts Enterprise, Navajo Nation Gaming Enterprise, Navajo Nation Hospitality Enterprise, Navajo Nation Shopping Centers Enterprise, as well as the Navajo Nation Museum (which technically is not an enterprise). A summary of each of these enterprises appears later in this strategic plan.

#### NAVAJO NATION RISING

Navajo Nation will become its “own best friend” with respect to envisioning and enacting its future through a new era of collaboration and teamwork amongst its divisions, departments and enterprises.

Only through such coordination and collaboration will human, technical and financial resources be targeted for optimal benefit. It is recommended that each of these collaborators meet monthly—sometimes via teleconference—to regularly address their mutual agenda. To ease the burden of coordination, the “chairmanship” of the meetings might be rotated quarterly. In addition, opportunities to actively coordinate on actual events (such as conferences and trade shows) should be made.

Addressing the lack of coordination creates many opportunities. For example, the Navajo Nation Tourism Department needs to better coordinate with Navajo Nation Parks and Recreation to improve restrooms and manage trash facilities.

**Recommendation #A6: Enhance Collaboration with the U.S. National Park Service.** Many

#### NAVAJO NATION RISING

There are *National Park Service* national parks and there are *Navajo Nation* national parks. The day is coming when tourists will not know the difference. They will only experience first-class history, culture, interpretation and facilities everywhere they go.

visitors to the southwestern United States do not distinguish between “national” parks owned and operated by the U.S. government versus the Navajo Nation government. As such, from the viewpoint of a visitor, information about such national parks should be as seamless as possible.

U. S. National Park Service facilities on or immediately adjacent to Navajo Nation include the Navajo National Monument, Canyon de Chelly National Monument, Hubbell Trading Post National Historic Site, Chaco Cultural National Historic Park and the Glen Canyon National Recreation Area.





Navajo Nation/U.S. National Parks Service collaboration on marketing and public relations efforts is therefore encouraged.

**Recommendation #A7: Conduct the Navajo Nation Tourism Summit in the Spring or Summer of 2015.** In order for this Tourism Strategic Plan to gain widespread acceptance and full-scale implementation, it must be well understood at the Nation and Chapter levels. For this reason, **a Navajo Nation Tourism Summit should be scheduled in the Spring or Summer of 2015.** The objectives of the

#### NAVAJO NATION RISING

The November 2014 Navajo Nation Tourism Conference and Expo ("Navajo Tourism, an Economic Treasure") was the time that the "curtains opened" for Navajo Nation tourism. An event in early 2015 will be the "main act" that describes how the vision and aspirations of this strategic plan will be implemented.

summit would be to showcase the findings and recommendations from this plan, to engage Chapter leaders in exercises that help them envision and enact tourism improvement at the local level and to inspire investment in tourism development, advertising and public relations.

**Recommendation #A8: Expedite the Business Site Leasing Process.** Not unique to tourism, the complexity of the business site leasing process creates significant challenges for new facilities development at both the Nation and Chapter levels. **The procedure for business site leasing must be expedited in order to facilitate both tourism development and broader economic development activities.** Problems with the business site

leasing process, for example, have recently created complications for the Dinosaur Tracks visitor's site near Tuba City.

#### NAVAJO NATION RISING

Efforts to implement this Tourism Strategic Plan will lead the way to create the reforms necessary to streamline the business site leasing process at Navajo Nation.

Resolving the complexities of the Business Site Leasing process must be addressed at the Nation-level. At the same time, Chapters can begin to address the problem through their Community Land Use Plan Committees (CLUPCs). For Chapters that desire to increase tourism activity, the progress can begin through their CLUPC process. The identification of specific tourism projects—and considering any implications of the Business Site Leasing program—can be a part of their broader planning effort.

**Recommendation #A9: Create a Nationwide Artisan Vendor Program including Certification,**

#### NAVAJO NATION RISING

Navajo Nation artisans and vendors will no longer settle for plywood shacks along roads and highways. Rather, travelers to Navajo Nation will encounter first-class vending facilities that are strategically and safely located throughout Navajo Nation. Vendors will be certified and able to demonstrate authenticity and professionalism that assures the purchasers of arts and crafts they are getting the "real deal".

#### Facilities Development and

**Promotion.** Visitors to Navajo Nation encounter opportunities to shop with vendors throughout the 27,000 square mile reservation. While such shopping/vending opportunities are safe and generally offer an authentic

opportunity for both parties (vendors and Navajo artisans), the experience is less than ideal due to poor, unattractive vending facilities.



By creating a more structured vending program and environment, facilities could be improved, artisans could be certified, vending area maps could be printed and distributed and an overall improvement in vending operations could exist.

The design and development of vending facilities could reinforce the new brand image recommended in this plan, and support the design of the recommended monument entrance signage.

### Recommendation #A10: Integrate Navajo Language Preservation Campaigns with Tourism.

One of the greatest challenges for Navajo Nation and other American Indian tribes is the preservation of their language. With the younger generation becoming more familiar with the English language and mainstream American customs, young people are less likely to be dedicated to becoming fluent in their native language. Not only is this a threat to the survival of American Indian tribes, but it is a significant detriment for tourism. Tourists want authentic visitor experiences, including the opportunity to interface with native speakers using their language. **Existing language fluency programs should integrate with Chapter-based and nation tourism promotion efforts.**

#### NAVAJO NATION RISING

The preservation of the Navajo language is essential for the preservation of the Nation itself. Through tourism activities, not only can language be used and preserved, but it can be showcased to the world.

### Marketing and Public Relations Recommendations

#### Recommendation #A11: Continue Printing and Distributing the Navajo Nation Visitor Guide.

Tourism professionals and partners with an interest in Navajo Nation all emphasize the value and importance of the Navajo Nation Tourism Department printing and distributing its Visitor Guide. Currently, the Department produces 30,000 Visitor Guides per year.

#### NAVAJO NATION RISING

The day is coming where every traveler will consider the Navajo Nation Visitor Guide a “must have” not simply as a reference for what there is to “see and do,” but also to adorn their coffee table with images of a landscape that they too love and cherish.

States and destination attractions frequently produce such a visitor guide, and fund the development and printing of the piece with advertisements. **Navajo Nation should continue to use this form of information dissemination and promotion.** Although the current Visitor Guide is well regarded, the implementation of the strategic plan offers a one-time opportunity to invest in an expansion and upgrade of the piece.

#### Recommendation #A12: Establish a Fresh New Image and Brand Associated with the Discover Navajo Campaign.

Tourism has been promoted using the theme of “Discover Navajo.” The term “Discover Navajo” works well, but a much more comprehensive and aggressive public relations, advertisement and product development campaign must complement the “Discover Navajo” theme. Just as the “Swoosh” corresponds with Nike and the cursive

#### NAVAJO NATION RISING

A new era is coming for Navajo Nation tourism—and Navajo Nation as a whole. Navajo Nation’s “new look” will be led by a singular image that proudly proclaims “We Are Navajo!”



white lettering on the red background corresponds with Coca Cola, **a well-recognized image and brand needs to be established for Navajo Nation.**

There are many unique and compelling images to build upon, and the challenge will be to select a single image that forms the basis of the brand and image campaigns of the future.

### Recommendation #A13: Continue to Enhance the New

**Tourism Department Website.** The Navajo Nation Tourism Department launched its new [www.DiscoverNavajo.com](http://www.DiscoverNavajo.com) website in September 2014. **The website is a substantial improvement from previous versions** and presents a very professional image. Consistent with Recommendation #A5, the website should provide seamless information with other divisions, departments and enterprises of Navajo Nation.

#### NAVAJO NATION RISING

One glance at the Navajo Nation tourism website will inspire travelers throughout the world to make their travel plans. Their next hour on the website will allow them to develop their complete itinerary that includes Navajo Nation.

### Recommendation #A14: Produce a Series of High-quality Videos to Promote Navajo Nation.

#### NAVAJO NATION RISING

No place lends itself better to video production. A series of world-class videos will show the inspiring story of adventures awaiting at Navajo Nation.

Tourists—and consumers at large—are increasingly making their buying decisions based on video. **High-quality video can compel travelers to make and extend visitations to Navajo Nation.**

Navajo Nation should invest in high-quality video production after determining the specific purpose, audience and message

for such video production. The State of New Mexico, for example, has made proactive efforts to develop and air-travel-related programming.

### Recommendation #A15: Continue to Foster the Film and Video Industry Coming to Navajo

**Nation.** Dating back to the era of John Wayne films made at Monument Valley, **Navajo Nation has always been a spectacular location for the film and video industry.** A summary of film, video and commercial production is presented in Appendix G. Film and video activity is managed/regulated by both the Navajo Nation Office of Broadcast Services and the Navajo Nation Parks and Recreation Department.

#### NAVAJO NATION RISING

Film and video production on the reservation may have gotten its start in 1939, but “the show is just beginning.” Film and video production crews will know that “the show must go on on Navajo Nation.”

Many states subsidize the recruitment of film and video production. Navajo Nation should consider increasing its staffing and programming to attract more film and video production.

### Product Development and Facilities Recommendations

#### Recommendation #A16: Expand Focus on International

**Tourists.** According to the *2009 Navajo Nation Visitor’s Survey* (See *Other Relevant Studies and Plans* section), over 31% of travelers to Navajo Nation are of foreign origin. The top visitation

#### NAVAJO NATION RISING

Travelers from throughout the world will continue to know that they are “more than welcome” on Navajo Nation.



count from foreign countries are from the nations of Germany, France, Canada and the United Kingdom. Because of the international allure to Navajo Nation, the Tourism Department should target a “surge” of marketing efforts to international markets.

**Recommendation #A17: Develop Attractions, Lodging and Other Tourism Facilities.** As noted earlier, Navajo Nation has many compelling attractions all set against a clearly unique and amazing landscape: Canyon De Chelly, Monument Valley, Lake Powell, Chaco Canyon and the Four Corners Tribal Park, to name a few.

#### NAVAJO NATION RISING

A nation’s architecture proclaims its history and inspires its future. Nowhere will this be more evident than at Navajo Nation with future development of welcome centers, entrance signage and public facilities.

New facilities can be the most visible improvement associated with the implementation of this tourism strategic plan. Navajo members and tourists alike will be able to see and appreciate the improvements at Navajo Nation.

All of these destinations have two things in common: 1) they are truly amazing destinations and 2) visitors have very little opportunity to spend money there. The result is a series of day trips from off-reservation to on-reservation where the bulk of the visitor expenditures occur on the fringes.

Not only does Navajo Nation need a substantial investment in facilities and destinations, but an accompanying campaign that advises and entices travelers to “book their time on Navajo Nation” is essential. The Navajo Nation Hospitality Enterprise has given Navajo Nation a “start” with respect to such facilities development. Improvements should not only be for such facilities, but interesting programming and activities should be added to the visitor centers.

**Navajo Nation would greatly benefit from the design, construction and operation of a network of welcome centers.** Travelers can go hours without the benefit of a rest area that provides systematic information about what to see and do throughout Navajo Nation. The redevelopment of a ranger station at Cameron for use as a visitor center, for example, is the type of activity that should be pursued with Nation/Chapter collaboration. The potential to redevelop an existing structure at Shiprock is an example of potential welcome center development.

Specific locations for new visitor centers should correspond with locations throughout Navajo Nation that are generally recognized as “growth centers”—that is, larger communities that generally have hospitals, emergency services facilities and schools. The five generally recognized growth centers are Shiprock, Tuba City, Chinle, Fort Defiance and Crownpoint.

The Monument Valley area provides a clear example of the need for tourism facility improvements. While there is a relatively new welcome center that is ideally located, visitors who enter it are greeted with a very “stark white expanse” that creates the impression that the facility is unfinished. Just across the highway is a new school facility that has an exterior design that beautifully reinforces the look and recommended image of Navajo Nation. Future welcome centers, therefore, should replicate the design of the new school and contain a much warmer, welcoming interior design.



For welcome centers to be effective, Navajo Nation must be strategic about their location. While a beautiful new welcome center is now completed and operational at Sheep Springs, the decision in 1999 to place a facility at this location was ill-founded. A similar facility at a strategic location would be a substantial asset.

One specific high-value location would be at the Arizona/New Mexico state line near the eastern boundary of Window Rock. An existing former bank building is available, for example, for such redevelopment.

**Another opportunity is to design future convenience store facilities from a visitor's point of view.**

That is, travelers to Navajo Nation would prefer to purchase gas and provisions at a facility that more resembled a historic trading post rather than a modern-day convenience store that they can find in their own neighborhood. Designing future convenience stores with this motif in mind—and redesigning existing convenience stores and gas stations similarly—will allow modern-day business activity to take place in settings and facilities that reinforce the Navajo brand and image.

One key activity for Navajo Nation tourism is the development of large-scale destination attractions that will draw people to the reservation for extended stays. One such potential project is the Grand Canyon Escalade. The project features a gondola tramway to the floor of the Grand Canyon, a Native American Artists in Residence program and a Navajoland Discovery Center. The proposed 420-acre project is on the east rim of the Grand Canyon and is estimated to cost \$278 million. Navajo Nation is already committed to being a financial partner for the project, supporting the infrastructure necessary for project development and access.

It should not fall upon the financial resources of Navajo Nation alone to build such facilities. The Tourism Department has ongoing communications and negotiations with the private sector to build facilities (accommodations and attractions) at several locations throughout Navajo Nation. Negotiations should continue, and Navajo Nation should maintain a posture that “we are open for business” in order to foster such private sector development. Streamlining government regulations, including an aggressive implementation of Recommendation #A8 (Expedite the Business Site Leasing Process) should be advanced.

**Recommendation #A18: Design and Build Bold “Monument Signage” Welcoming Travelers to Navajo Nation and its Key Destination Sites.** Travelers entering the borders of Navajo Nation should immediately recognize that they are entering a special place. Unfortunately, all too often they are either not greeted with any sign at all—or if they do see a sign, it was erected on a piece of plywood a decade or more ago. On the contrary, travelers should immediately have their positive expectations increase upon “hitting the border.”





Specifically, **travelers should be greeted by signage so impressive and so substantial that they can draw no other conclusion but that they have entered a special place.** “Monument style” signage, perhaps 15 feet tall and 40 feet wide, should proclaim “Welcome to Navajo Nation.” Such signage should be formed from natural stone and other material that characterizes the landscape.

#### NAVAJO NATION RISING

Everyone loves a good scavenger hunt. For travelers looking for adventure and discovery, they will encounter a well-signed 27,000 square mile adventure land.

A signage design, based upon the new brand and image campaign, should set the standard for all signage not only at entrances to Navajo Nation, but as a “greeting” to visitors at landmark destinations such as Monument Valley, Chaco Canyon and other attractions.

The proper design, placement, erection and maintenance of such signage will require cooperation and coordination amongst various

Navajo Nation divisions and enterprises.

**Recommendation #A19: Establish a Tourism Wayfinding System.** The Navajo Nation Hospitality Enterprise presents a map and description of 27 significant historic, cultural and natural tourism sites throughout Navajo Nation (see Appendix F). In order to visit such sites, however, a broad array of federal freeways, state highways, BIA highways and roads and Tribal highways and roads must be accessed. It is quite possible for visitors simply looking for their tourism destination, to “get lost along the way.” Complicating the challenge is the fact that Navajo Nation is larger than 10 U.S. states (over 27,000 square miles).

#### NAVAJO NATION RISING

From the very moment that travelers enter Navajo Nation, their expectations will be elevated. They will realize that they have entered a special place—and what lies ahead will even exceed their elevated expectations.

**One method to turn this challenge into an opportunity is to establish a tourism wayfinding system.** By building a series of signs—designed in conformity to the updated Discover Navajo brand (see Recommendation #A12) and the Monument Signage (see Recommendation #A17)—travelers will not only be assured of their direction, but also will have their satisfaction increased as they drive from point-to-point on Navajo Nation.

Larger-scale transportation projects can be integrated with this recommendation. For example, the Arizona Department of Transportation (ADOT) is developing a multi-million dollar project at Cameron that includes a new roundabout at the junction of State Highway 64 and U.S. Highway 89. The roundabout and surrounding improvements offer a significant opportunity for wayfinding signage on a larger scale.

A more detailed approach to signage would be the establishment of “Entering” signs for each of the Chapters as visitors “cross the border” to a new Chapter. Such signage should: 1) reinforce the new brand (Recommendation #A12), 2) reinforce the appearance of the monument signage (Recommendation #A17) and 3) inspire each Chapter to develop a tourist-oriented statement that allows visitors to better appreciate the geology, geography, history and other unique attributes of the



Chapter itself. Such information could be provided online, as well as an update to the Navajo Nation Visitor Guide.

**Recommendation #A20: Design Facilities with Motor Coaches in Mind.** The tourism **motor coach business is “big business” on and around Navajo Nation.** Tourists looking to book multiple-day tours using motor coaches seek welcoming accommodations, authentic shopping experiences and Navajo-offered tours. While many of these needs can be addressed through the implementation of Recommendation #B3, the stage can also be set at the Nation-level. Pursuing higher-end-facilities development and designing restaurants and convenience stores with motor coach parking will facilitate this key sector of the tourism market.

A related opportunity may be the establishment of a Navajo-based motor coach business. Whether the expansion of the efforts of an existing enterprise or an expanded role for a governmental entity such as public transit, a tribally-controlled motor coach business would not only create jobs for Navajo Nation, but it would also ensure that Navajo attractions, facilities and accommodations benefit from increased economic activity.

#### NAVAJO NATION RISING

Tourists who discover Navajo Nation by motor coach will soon find information, routes and facilities designed with them in mind. Motor coach tour companies will increasingly look to Navajo Nation as “the next great place to tour.”

### B. Engagement and Effort at the Chapter Level

"Bottom-up" tourism development provides an opportunity for leaders at the Chapter level to capitalize on smaller-scale tourism opportunities. Such opportunities may be the provision of visitor information at the Chapter House, improving services for pass-through visitors at existing or potentially new gas stations and convenience stores or development of waysides that might feature information about area history. A total of five recommendations are made for Chapter implementation.

#### Leadership and Administrative Recommendations

**Recommendation #B1: Heighten the Awareness of Tourism Development as a Viable Strategy at the Chapter Level.** More than virtually any other economic development strategy, tourism development has the opportunity to broadly disperse benefits. That is, unlike locating a new manufacturing plant in one Chapter that might benefit only that Chapter, the nature of tourism (predominantly motorists on Navajo Nation) creates a broadening of economic benefits.

Travelers to and through Navajo Nation want to have an authentic experience. Authenticity comes from a true, safe, historically-appropriate experience at the local level. Such experiences should include local history, food and other “every day experiences.”

#### NAVAJO NATION RISING

By partnering and competing for funding dedicated to Chapters, successful new tourism projects will breathe new life into CLUP and Chapter meetings.

**Chapter leaders should be challenged to include discussions about tourism opportunities during CLUP Meetings and Chapter meetings.** Specific discussions about the availability of nearby attractions, lodging, restroom facilities, vending activity and other tourism attributes should be considered. While



some Chapters may dismiss tourism as unwanted or unnecessary, many others may discover that they have more to offer than they had previously recognized.

The Tourism Department recognizes that the desirability and priority of tourism development activity varies by Chapter. While certain Chapters are ready, willing and able to advance tourism initiatives, others may actually shun such activity. Given that there are 110 Chapters, the Tourism Department should focus its collaborative efforts on Chapters that display the greatest willingness and ability to advance such efforts.

### **Recommendation #B2: Program and Invest a \$5 Million Chapter-based Tourism**

**Implementation Fund.** As noted above, a total of \$20 million should be set aside from the \$554 million federal settlement. Of the \$20 million, **\$5 million should be set aside in a fund that is only accessed by Chapters (or coalitions of Chapters) for product improvement, advertising and public relations initiatives.** Chapters should use the availability of such funding to not only focus upon tourism development, but also to update their Community Land Use Plans and pursue other initiatives designed to bolster the visitor industry. The Navajo Nation Tourism Department should establish and manage the grant program.

The establishment of such an incentive fund may be the most effective means to increase tourism planning and development. Just as funding dedicated for veterans creates local actions supporting veterans, dedicated funding for tourism can create focus and enthusiasm that will yield new projects, events and marketing efforts.

#### **NAVAJO NATION RISING**

Chapter leaders throughout Navajo Nation will create momentum and vitality at the local level by successfully envisioning and enacting tourism projects.

### **Product Development and Facilities Recommendations**

**Recommendation #B3: Foster New Bed and Breakfast and Tour Guide Businesses.** While it is casinos and destination attractions that will always be the primary draw for most visitors to Navajo Nation, the underlying desire of people to truly understand the history and culture of the people establishes a market for locally-based businesses such as bed and breakfasts and tour guide businesses. Fostering such business development requires the provision of business planning, small business finance assistance and coordination easing the business site leasing process. Regional business development offices typically assist in this role.

#### **NAVAJO NATION RISING**

Travelers desiring to understand what "life in the day of the Navajo family" is like will be able to go online and find a great variety of tour guides and bed and breakfasts located throughout Navajo Nation.

**A well-coordinated network of bed and breakfasts and tour guide operators could fulfill the very large desire—and therefore, market—of travelers to more fully comprehend life as a Navajo.**

Combining such an authentic experience with more modern-day lodging, food and other amenities would fill a significant gap in the marketplace.



One significant opportunity for all Chapters is to create an organized “Storytelling Campaign.” That is, elders throughout Navajo Nation have a deep and rich understanding of the history and culture of Navajo Nation and their particular area/Chapter. Visitors desire such storytelling encounters and local Chapters could interview elders and even engage elders in live storytelling opportunities. Taken to its extreme, storytelling could be scheduled at many Chapters throughout Navajo Nation, creating a rich experience for travelers as they explore the more remote areas of Navajo Nation.

Older-generation tourists frequently seek to combine adventure with education through activities, sometimes referred to as Elderhostel--or more recently—Road Scholar programs. Such programs enrich the travel experience by providing recognized authorities who impart historical and cultural information along the travel route. This affords local Chapters an opportunity to collaborate with higher education institutions and targeted tourism operators that develop and operate such programs.

#### Recommendation #B4: Conduct Chapter Cleanup Days.

Travelers to Navajo Nation are looking for a safe, authentic, clean experience. Unfortunately, this experience is frequently interrupted by trash and dead animals along highways and streets. **Chapter-based community clean up days should be organized and conducted on at least an annual basis.**

#### NAVAJO NATION RISING

All that glitters is not gold—and the sparkling glass highway roadsides will soon be a thing of the past.

### Marketing and Public Relations Recommendations

**Recommendation #B5: Develop and Distribute Tourism Posters to Every Chapter.** In order to create more top-of-mind awareness of the importance of tourism at the Chapter level, **a large (24” x 36”) poster should be developed that shows the prominent visitor attractions throughout Navajo Nation** juxtaposed to a map of Navajo Nation. The information presented in Appendix F serves as a template for the type of information that could be provided.

#### NAVAJO NATION RISING

Posters on Chapter bulletin boards will take on a more colorful look as they showcase what is to see and do throughout Navajo Nation.

### C. Collaboration with Neighboring States and Relevant Partners

Affected states, the Grand Circle and other strategic partners allow Navajo Nation to leverage its financial and technical resources to have a greater impact upon the tourism marketplace. Once such strategic partners understand that this is a new era for Navajo Nation tourism, new opportunities will unfold that allow the Nation to leverage its resources much more extensively. Two recommendations are made for partner implementation.

### Marketing and Public Relations Recommendations

**Recommendation #C1: Explore Proactive, Strategic Relationships with All Four Corners States (Arizona, New Mexico, Utah and Colorado).** For Arizona and New Mexico, Navajo Nation is a large “part of the territory.” A significant percentage of Arizona’s and New Mexico’s land mass is Navajo Nation. This is true to a much lesser extent for the state of Utah. For Colorado, Navajo Nation can

### NAVAJO NATION RISING

The center of the Four Corners States is soon to become the epicenter for tourism for the four states.

represent a modest opportunity to bolster tourism for the southwestern portion of the state. **The completion and implementation of this strategic plan sets the stage for more productive relationships with travel agencies of neighboring states.**

**Recommendation #C2: Proactively Team Up with the Grand Circle.** If the Grand Circle did not exist, it would be in the interest of Navajo Nation to create it. The Grand Circle is a "beautiful, vast region located in the southwestern United States...encompassing portions of five states—Arizona, New Mexico, Utah, Colorado and Nevada. The Grand Circle contains America's largest concentration of national monuments, woven together by extraordinary designated Scenic Byways." Notably, the Monument Valley Navajo Tribal Park is the precise center of this gigantic circle!

**Any trip to the Grand Circle either includes or surrounds Navajo Nation.** Once product development, advertisement and public relation activities prescribed in this strategic plan are implemented, the opportunity to increase the benefits of tourism will be possible.

The development of this Tourism Strategic Plan should serve to better connect the leadership of Navajo Nation and the Grand Circle to effectively incorporate Navajo Nation into the activities and benefits of the regional tourism marketing organization.

### NAVAJO NATION RISING

With improved marketing, public relations, signage and wayfinding assets, Navajo Nation is poised to become a defining feature and destination within the Grand Circle.

## Review and Acceptance of Recommendations

A draft of this Tourism Strategic Plan was presented to the attendees of the Navajo Tourism Conference and Expo at the Twin Arrows Navajo Casino Resort. During one of the sessions, conference attendees were asked their opinion related to the plan. Attendees were asked a series of 32 questions, and furnished electronic response cards (i.e. "clickers") in order that they could respond to each question. In general, the responses were highly supportive of the 27 recommendations in the plan. A total of 63 people participated in the session. The full listing of the questions and responses is presented in Appendix I: Conference Attendee Feedback on Plan Recommendations.





## Review of Previous Relevant Plans

Navajo Nation has been consistent over the past 12 years in its commitment to plan for tourism development and economic development. While this Tourism Strategic Plan is considerably different from preceding plans, it does build upon an understanding of the value of tourism development in the broader context of economic development and other economic dynamics at Navajo Nation.

Before providing a high-level summary of previous plans, it is worth noting how this plan differs from the previous plans analyzed. This plan is:

- **Only focused on tourism** (as compared to the current and two most recent Comprehensive Economic Development Strategies\* which fulfill a requirement by the U.S. Economic Development Administration for planning and development funding)
- **Broader than the previous tourism plans** that focused primarily on *marketing*, and thus did not have a broader strategic and product-development orientation
- **More prescriptive in terms of specific actions** and activities designed to bolster the economy
- **More engaging** in that it recommends a nation-wide Chapter-based forum to develop, promote and implement the plan

\*Unlike the tourism-specific documents, the Comprehensive Economic Development Strategy (CEDS) documents are far broader in scope and contain information beyond tourism such as introductory information to Navajo Nation, the overall economy, the broader economic development strategy, recent accomplishments and potential projects, education, health and other economic dynamics. The information summarized below only references the specific tourism-related information contained in the CEDS plans.

Eight previous plans were reviewed in the preparation of this strategic plan (*see five-page table that immediately follows*):

- 2002 Position Paper of the Navajo Tourism Department on the Expansion of the Marketing Program
- 2002-2003 Comprehensive Economic Development Strategy of the Navajo Nation
- 2004-2005 Marketing Plan for the Navajo Nation Tourism Development Department
- 2005-2006 Comprehensive Economic Development Strategy of the Navajo Nation
- 2009 Marketing Plan for the Navajo Nation Tourism Department
- 2009 Revised Marketing Plan for the Navajo Nation Tourism Department
- 2009-2010 Comprehensive Economic Development Strategy of the Navajo Nation
- 2014 Action Plan for the Navajo Tourism Department



Previous Relevant Plans		
Name	Number of Pages	Review
2002 Position Paper of the Navajo Tourism Department on the Expansion of the Marketing Program	10	<ul style="list-style-type: none"> <li>Summarized national tourism development trends and expenditures, especially in the wake of the September 11, 2001 attack</li> <li>Provided demographic and economic data related to travelers to Navajo Nation and their expenditure patterns</li> <li>Summarized typical activities of destination marketing organizations (DMOs), including advertising, public relations, community outreach, product development, travel industry marketing, visitor fulfillment and marketing research</li> <li>Summarized the overarching recommendation of the Navajo Tourism Department Task Group to "restructure the Navajo Tourism Department to better reflect those duties and responsibilities of a DMO (i.e., state tourism office or local convention and visitors' bureau)".</li> <li>Provided recommended job descriptions for all Tourism Department positions (Department Manager, Media Relations Specialist, Tourism Product Development Specialist, Travel Industry Specialist, Visitor Services Specialist, Market Research Analyst, Market Research Assistant and Administrative Assistant)</li> <li>Provided a recommended Tourism Department organizational chart</li> <li>Recommended the establishment of the Tourism Department as a separate program from the Project Development Department currently in the Division of Economic Development</li> <li>Reclassified Navajo Tourism Department employees to the new job titles</li> </ul>
2002-2003 Comprehensive Economic Strategy of the Navajo Nation	118	<ul style="list-style-type: none"> <li>Tourism is recognized as a key strategy in a broader context of commercial and industrial development</li> <li>Tourism is recognized as a "base" industry (bringing wages from outside of Navajo Nation to Navajo Nation)</li> <li>The plan recognizes that because of a "lack of a developed tourism industry, we have not been able to generate substantially large amounts of income from tourism."</li> <li>The plan recognizes the importance of the Antelope Point Marina and Resort which dates back to 1983 as a priority project</li> <li>The economic benefit to Navajo Nation, estimated at \$100 million annually, was presented, noting that the summer season generates the highest visitor expenditures</li> </ul>

Continued on the following page



Previous Relevant Plans		
Name	Number of Pages	Review
2004-2005 Marketing Plan for the Navajo Nation Tourism Development Department	12	<ul style="list-style-type: none"> <li>• Stated the Mission Statement of the Navajo Tourism Department as "Creating a Sustainable Navajo Nation Economy through Tourism"</li> <li>• Summarized the original creation of the Office of Tourism Department dating back to 1986</li> <li>• Provided a situation analysis for tourism in its broader context of tourism trends throughout the United States</li> <li>• Listed key Navajo Nation tourism attractions</li> <li>• Provided a demographic profile of travelers to Navajo Nation</li> <li>• Recommended an increase in the Hotel Occupancy Tax (HOT) by 3% over the previous year</li> <li>• Established a goal of increasing the average length of visitor stays from 2.2 days to 3.0 days</li> <li>• Established a goal of increasing the number of tourism inquiries by 10% over the previous year</li> <li>• Summarized some of the attractions and strengths of Navajo Nation tourism</li> <li>• provided an analysis of four demographics of travelers (empty nesters, affluent boomer families, Arizona residents and trailing boomer families)</li> <li>• Noted that the Discover Navajo brand has been a successful campaign</li> <li>• Recommended the distribution of the Discover Navajo Official Visitors Guide</li> <li>• Noted the existence of the <a href="http://www.DiscoverNavajo.com">www.DiscoverNavajo.com</a> website</li> <li>• Noted the importance of participation in tourism domestic trade shows</li> <li>• Summarized the 2004-2005 media schedule</li> </ul>
2005-2006 Comprehensive Economic Development Strategy of the Navajo Nation	182	<ul style="list-style-type: none"> <li>• Tourism is recognized as a key strategy in a broader context of commercial and industrial development</li> <li>• Tourism is recognized as a "base" industry (bringing wages from outside of Navajo Nation to Navajo Nation)</li> <li>• The plan recognizes that because of a "lack of a developed tourism industry, we have not been able to generate substantially large amounts of income from tourism."</li> <li>• A new reference is made to the Navajo Nation Scenic Byway Program</li> <li>• A reference to the development of the Karigan Professional Building Complex which houses the Tourism Department in St. Michaels, Arizona</li> <li>• Several tourism-related projects were identified in the FY-2006 Project Priority Listing</li> </ul>

Continued on the following page



Previous Relevant Plans		
Name	Number of Pages	Review
2009 Marketing Plan for the Navajo Nation Tourism Department	12	<ul style="list-style-type: none"> <li>• Restated the same mission statement as 2004-2005: "Creating a Sustainable Navajo Nation Economy through Tourism"</li> <li>• Restated the history and overview of the Navajo Tourism Department (from the 2004-2005 plan)</li> <li>• Recommended a goal of increasing the average visitor length of stay from 2.8 days to 3.3 days</li> <li>• Increase the HOT tax by 3% over the previous year</li> <li>• Maximize limited marketing dollars by focusing on the high-season summer months and during the shoulder seasons</li> <li>• Recommended targeting marketing dollars on impulse potential weekend destination travelers</li> <li>• Leverage marketing dollars through the TEAM Individual Program (Navajo Tourism, Navajo Hospitality, Navajo Parks and Recreation and Navajo Arts and Crafts)</li> <li>• Leverage marketing dollars with New Mexico's Region I Indian Country Marketing Program</li> <li>• Provided a situation analysis of tourism at Navajo Nation</li> <li>• Recommended a higher prioritization for tourism and marketing</li> <li>• Summarized the top Navajo Nation visitor attractions</li> <li>• Summarized the demographics and visitor expenditure patterns at Navajo Nation</li> <li>• Recommended an update and redesign of <a href="http://www.DiscoverNavajo.com">www.DiscoverNavajo.com</a> website designed to increase website visitation by 20%</li> <li>• Recommended revising and publishing a new one-page foldout visitor guide promotion and fulfillment piece</li> <li>• Provided an analysis of four demographics of travelers (empty nesters, affluent boomer families, Arizona residents and trailing boomer families)</li> <li>• Referenced an effort to pursue community-based tourism planning to organize Navajo communities to develop and manage their own tourism efforts</li> <li>• Referenced an effort to establish the Navajo Nation Scenic Byway Program</li> <li>• Described the 40-page Visitors Guide and one-page foldout that is a fulfillment piece responding to tourism inquiries</li> </ul>
Revised 2009 Marketing Plan for the Navajo Nation Tourism Department	7	<p>The revised 2009 Marketing Plan is identical to the 2009 Marketing Plan with two exceptions:</p> <p>First, the specific list of marketing strategies is substantially different from the original plan, listing specific outcomes associated with advertising, regional marketing, website development, partnerships with state agencies and promoting local artisans.</p> <p>The second major change is the development of the staff directory.</p>

*Continued on the following page*



## Previous Relevant Plans

Name	Number of Pages	Review																					
2009-2010 Comprehensive Economic Development Strategy of the Navajo Nation	181	Information from the 2005-2006 was reiterated in this CEDS.																					
		New information was provided about the Sheep Springs Welcome Center noting that the project was behind schedule.																					
		Several tourism-related projects were identified on the FY-2009 Project Priority Listing.																					
		New and more specific information was provided related to economic impact, including the following:																					
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2014 Action Plan for the Navajo Tourism Department	4	<ul style="list-style-type: none"> <li>The mission statement remains unchanged from the 2004/2005 and 2009 plans</li> <li>Defined the goal as promoting Navajo Nation tourism as an economic development opportunity, thereby creating jobs and business opportunities</li> <li>Outlined specific action steps related to marketing and promotion, visitor information centers, website, management of the Sheep Springs Visitors' Center and tourism research</li> </ul>																																																

It is worth noting that much of the economic development and tourism development planning that has been completed for Navajo Nation over the past decade is simply an update of planning work that was initially completed in 2004 and earlier. That is, a close examination of the tourism plans and Comprehensive Economic Development Strategies reveals very similar verbiage in the plans, simply with an update of the statistics, demographics and planned capital expenditures.

Given this, it is very appropriate and timely for Navajo Nation to establish a fresh approach for its future CEDS planning (this is consistent with new CEDS planning guidelines anticipated to be released soon by the US Economic Development Administration).

### Other Relevant Studies and Plans

In addition to the tourism plans and CEDS plans provided by the Navajo Nation Tourism Department for review in this strategic plan, two additional plans completed within the past three years are noteworthy: *2011 Navajo Nation Visitor Survey prepared by the Hospitality Research and Resource Center (Center for*

*Business Outreach*) of Northern Arizona University and the *Northeast Arizona Plan for Community and Economic Development* (September 2013).

### 2011 Navajo Nation Visitor Survey

Northern Arizona University published a February 2012 document, *2011 Navajo Nation Visitor's Survey*, which represents the most recent information summarizing the visitor patterns and economic impacts of travel and tourism on Navajo Nation.

The study is the second in a series of comprehensive surveys of Navajo Nation Tourism, and as such allows for comparability of data, benchmarking and trend analysis. A total of 2,295 completed surveys were collected, providing a high-confidence level in the results of the survey. The table below summarizes the results presented in the Executive Summary of the study.

NAU 2011 Navajo Nation Visitor's Survey Final Report Summary	
About the Visitors	<ul style="list-style-type: none"> <li>More than half (57.0%) were new visitors who had not visited Navajo Nation before, while 43% were repeat visitors</li> </ul>
	<ul style="list-style-type: none"> <li>Navajo Nation was the primary destination for about a fourth (28.0%) of visitors, while almost three-fourths (72.0%) were on a longer trip for which Navajo Nation was one stop</li> </ul>
	<ul style="list-style-type: none"> <li>Very few visitors were on day trips (7.7%), while the vast majority (92.3%) were on overnight trips</li> </ul>
	<ul style="list-style-type: none"> <li>The average number of hours spent on Navajo Nation was 4.5 hours, and the average number of days for the trip was 2.8 days</li> </ul>
	<ul style="list-style-type: none"> <li>The vast majority of visitors stayed in hotels/motels (78.1%) or campgrounds or RV parks (19.3%); these two types accounted for 97.4% of all visitor accommodations. The vast majority – fully 87.3% – traveled by automobile, either personal car (46.5%) or rental car (40.8%)</li> </ul>
	<ul style="list-style-type: none"> <li>More cars were rented in Las Vegas, NV (26%) than anywhere else; Phoenix, AZ, accounted for 21% of car rentals, followed by Los Angeles, CA and Albuquerque, NM (10% each), then San Francisco (8%) and Denver (4%)</li> </ul>
	<ul style="list-style-type: none"> <li>Two-thirds were domestic visitors (68.5%) traveling within the U.S., and one-third (31.5%) were of foreign origin</li> </ul>
	<ul style="list-style-type: none"> <li>Top 10 domestic origin states were Arizona (15.6%) and California (12.6%), followed by Colorado (7.6%), Texas (4.4%), Illinois (4.4%), New York (4.2%), Wisconsin (3.6%), Washington (3.5%), New Mexico (3.5%), and Florida (3.3%); in all, 47 states and the District of Columbia were represented in the survey sample</li> </ul>
	<ul style="list-style-type: none"> <li>Top 10 foreign countries were: Germany (16%), France (14.2%), Canada (12.9%), the United Kingdom (12.3%), and Italy (8.0%). Rounding out the top 10 are: Australia (6.1%), The Netherlands (5.5%), Switzerland (5.0%), Spain (2.4%) and Belgium (1.9%); in all, 43 countries were represented in the survey sample</li> </ul>
	<ul style="list-style-type: none"> <li>Demographically, the average age of visitors to the Navajo Nation is 52 years; respondents were fairly evenly divided between men (47.7%) and women (52.3%)</li> </ul>
	<ul style="list-style-type: none"> <li>Visitors to the Navajo Nation are very highly educated: 34.8% had graduate degrees (master's or higher), 29.0% had baccalaureate degrees, a combined college graduate total of 3.8% - much higher than the population generally</li> </ul>
	<ul style="list-style-type: none"> <li>Given their high levels of educational attainment, visitors to Navajo Nation also have relatively high household incomes that average \$74,485 annually</li> </ul>

*Continued on following page*



NAU 2011 Navajo Nation Visitor's Survey Final Report Summary (con't)	
<b>Information Resources</b>	<ul style="list-style-type: none"> <li>Top sources of visitor information were recommendations of Friends &amp; family (33.1%) and Online/ Internet (33.0%), followed by Guide Books (21.9%), "Other" (19.6%), U.S. National Park Service (16.2%), and Brochures (15.3%)</li> </ul>
<b>Visitor Destinations</b>	<ul style="list-style-type: none"> <li>Spectacular scenery is the major draw; 66.0% of visitors said their main trip purpose was to visit scenic attractions, followed closely by scenic beauty or sightseeing (57.7%); 28.0% wanted to engage in outdoor recreation</li> </ul>
	<ul style="list-style-type: none"> <li>Monument Valley Tribal Park was visited by half of respondents (50.5%), followed by Four Corners Monument (39.7%), Canyon de Chelly National Monument (31.6%), Antelope Canyon (24.9%) and Navajo National Monument (22.0%)</li> </ul>
	<ul style="list-style-type: none"> <li>The most important leisure activity for visitors was general sightseeing (85.3%), then visiting parks (46.7%), photography (39.8%), hiking or walking (35.6%), visiting historic areas or sites (33.5%), shopping (30.3%), looking at/buying arts and crafts (25.6%), visiting museums (22.2%), and eating traditional Navajo foods (20.4%)</li> </ul>
	<ul style="list-style-type: none"> <li>88.4% of visitors said they would include scenic roads in their itinerary; only 11.6% said they would not</li> </ul>
	<ul style="list-style-type: none"> <li>Visitors were most satisfied with these aspects of their trip: scenic attractiveness of the Navajo Nation (4.3); friendliness of the local people (4.1); friendliness of local merchants and service providers (4.1); availability of adequate parking (4.0); feelings of personal safety (4.0); variety of things to see and do (3.9); quality of attractions and events (3.9); and customer service at tourism businesses (3.9)</li> </ul>
<b>Visitor Satisfaction</b>	<ul style="list-style-type: none"> <li>Visitors were least satisfied with domestic animal control or welfare (ranked at 3.5)</li> </ul>
	<ul style="list-style-type: none"> <li>In terms of overall satisfaction with their visit, Navajo Nation earned a very high score of 8.6 (out of possible 10); the rating for value for money earned a score of 8.2 (out of possible 10).</li> <li>99.0% of visitors would recommend a visit to the Navajo Nation to their friends and family.</li> </ul>
<b>Visitor Expenditures</b>	<ul style="list-style-type: none"> <li>Average (mean) expenditures per travel party were: lodging (\$241), transportation (\$159), arts and crafts shopping (\$146), restaurants/grocery (\$125), recreation/entertainment (\$86) and "other" spending (\$123)</li> </ul>
	<ul style="list-style-type: none"> <li>For the vast majority (75.9%), the cost of gasoline was not a factor in their overall trip spending patterns, although one-fourth (24.1%) said gas prices were a factor</li> </ul>
	<ul style="list-style-type: none"> <li>The most common retail purchases were for souvenirs (57.5%), jewelry (57.2%), and gifts (41.5%), followed by books (28.4%), crafts (27.4%), art (22.6%) and pottery (19.6%)</li> </ul>
	<ul style="list-style-type: none"> <li>The \$112.8 million of direct spending by out-of-region visitors contributed to a total economic impact of \$143.7 million annually for tourism on the Navajo Nation</li> </ul>
	<ul style="list-style-type: none"> <li>This economic activity supported some 1,788 full-time equivalent (FTE) jobs</li> </ul>

### Northeast Arizona Plan for Community and Economic Development

The *Northeast Arizona Plan for Community and Economic Development* presents the findings and recommendations of a planning process that started in January 2011 and concluded in September 2013. The planning process was coordinated by Economic Development for Apache County and funded by U.S. Housing and Urban Development (HUD).

The purpose of the plan was:

- To develop locally-based community and economic development plans, and then to identify regional issues and strategies to benefit the economy and improve overall quality of life
- To create and mobilize local action teams to implement the plans



The planning process resulted in local Chapter-based community and economic development strategic plans for four Navajo Chapters: Chinle, Fort Defiance, Ganado and Many Farms.

Each of the four Navajo Chapters chose from a menu of up to 25 community and economic development strategies in order to create jobs and improve local quality of life. The table below summarizes the strategies selected by each of the four Chapters.

The plan made seven overarching recommendations:

- 1: Establish Regional Capacity to Implement Projects and Initiatives
- 2: Enhance Local Community and Economic Development Staffing
- 3: Implement the Navajo Nation Building Report
- 4: Establish Tribal Non-profit Development Corporation Structures
- 5: Collaborate on Regional Tourism Development and Promotion
- 6: Strive to Work Together
- 7: Implement the Local Plans with Continued Support from HUD/BIA

Selected Strategies for Tribal Communities						
Strategy	Bodaway-Gap	Chinle	Fort Defiance	Ganado	Many Farms	Totals
<b>Pass-Through Visitor Services</b>	✓	✓		✓	✓	4
<b>Cultural Tourism</b>	✓	✓	✓	✓		4
Value-added Agriculture	✓	✓	✓			3
Environmental Restoration		✓	✓		✓	3
Education Development		✓	✓			2
Business Recruitment	✓			✓		2
Health Care		✓	✓			2
Attracting Funding				✓	✓	2
<b>Destination Tourism</b>	✓					1
Downtown Development			✓			1
Infrastructure Development					✓	1
<b>Totals</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>25</b>
NOTE: Tourism-related strategies are <b>bolded</b> above; the Bodaway-Chapter strategic plan results are added to the table						

## Navajo Nation Enterprises and Departments

There are 13 enterprises of the Navajo Nation, each owned and operated by the Nation:

- Diné Power Authority (DPA)
- KTNK/KWRK Radio Stations
- Navajo Agricultural Products Industry (NAPI)
- Navajo Arts & Crafts Enterprise (NACE)
- Navajo Engineering & Construction Authority (NECA)
- Navajo Housing Authority (NHA)
- Navajo Nation Gaming Enterprise (NNGE)
- Navajo Nation Hospitality Enterprise (NNHE)
- Navajo Nation Oil & Gas Company, Inc. (NNOGC)
- Navajo Nation Shopping Centers Enterprise (NNSC)
- The Navajo Times
- Navajo Transit System (NTS)
- Navajo Tribal Utility Authority (NTUA)

Similar to any bureaucracy, Navajo Nation divisions, departments and enterprises have a tendency to act independently—missing opportunities for collaboration and increased efficiency and effectiveness.

In the realm of tourism, four enterprises have either primary or secondary relevance as noted below.

Navajo Nation Enterprises with *primary* relevance to tourism:

- Navajo Arts & Crafts Enterprise (NACE)
- Navajo Nation Gaming Enterprise (NNGE)
- Navajo Nation Hospitality Enterprise (NNHE)

Navajo Nation Enterprises with *secondary* relevance to tourism:

- Navajo Nation Shopping Centers Enterprise (NNSC)

## Navajo Arts & Crafts Enterprise

1941 was the inception year for the Navajo Tribe’s Arts & Crafts Guild. In 1972, under the direction of Chairman Peter McDonald, the Guild became the Navajo Arts and Crafts Enterprise (NACE) and moved from Fort Wingate to Window Rock.

In the capital of the Navajo Nation, NACE flourished, adding store locations in Arizona at Cameron, Kayenta and Chinle, as well as expanding to New Mexico in Alamo and Shiprock. Each location offers customers quality traditional to contemporary jewelry, the best in hand-woven Navajo rugs, repairs and restoration of jewelry, embroidery services, graphic arts services, Pendleton products, the latest in Western clothing in Horned Moon Apparel and the boutique where many gifts are available.

NACE is not only a place to purchase outstanding hand-made products, but also is a home to raw materials for artisans to create the selections of jewelry and rugs found at NACE.

## Navajo Nation Gaming Enterprise

The Navajo Nation Gaming Enterprise oversees the operation of four casinos as shown in the table.

Navajo Nation Casinos		
Casino	Nearest City	Year Opened
Fire Rock Navajo Casino	Gallup, New Mexico	2008
Flowing Water Navajo Casino	Hog Back, New Mexico	2010
Northern Edge Navajo Casino	Farmington, New Mexico	2012
Twin Arrows Navajo Casino Resort	Flagstaff, Arizona	2012

The Navajo Nation Gaming Enterprise is a Navajo Nation wholly owned entity created by the Navajo Nation in September 2006. The Enterprise develops and operates Navajo casinos and one resort in accordance with federal and Navajo Nation laws, and has both Arizona and New Mexico compacts. Since 2008 when the first casino was opened in New Mexico, the Navajo Nation Gaming Enterprise has developed four gaming casinos near or on tribal lands.



### Navajo Nation Hospitality Enterprise

In October 1982, the Navajo Nation Tribal Council established the Navajo Nation Hospitality Enterprise. The Enterprise is organized for the purposes of establishing an independent, financially self-sustaining and successful Navajo business enterprise in the hospitality field.

The Navajo Nation Hospitality Enterprise owns and operates four properties located in the heart of Indian country: the Quality Inn Navajo Nation, the Quality Inn Navajo Nation Capital, the Quality Inn Lake Powell and the Navajo Travel Center.

Quality Inn Navajo Nation is located in Tuba City, Arizona. It is a modern hotel featuring 80 southwestern rooms, a traditionally shaped Indian Hogan restaurant and a historic trading post built in the 1870's. An authentic Hogan (traditional Navajo home) and a 40-space RV park are located on site.

Quality Inn Navajo Nation Capital is located in the Navajo Nation's capital, Window Rock, Arizona and has 56 southwestern Navajo-style rooms.

Quality Inn Lake Powell is located in Page, Arizona which overlooks Glen Canyon Dam and Lake Powell.

The Navajo Travel Center is located on Interstate 84 near Sanders, Arizona, 45 miles east of Holbrook, Arizona and 55 miles West of Gallup, New Mexico. The Navajo Travel Center has a Shell gas station, Subway sandwich shop and a gift shop.

The Enterprise maintains a website providing an excellent overview of Enterprise facilities and Navajo Nation attractions at [www.ExploreNavajo.com](http://www.ExploreNavajo.com).

### Navajo Nation Shopping Centers Enterprise

Headquartered in the Navajo Nation Capital of Window Rock, Arizona, Navajo Nation Shopping Centers Enterprise, Inc. (NNSCI) manages ten shopping centers.

The mission of the NNSCI is to *"Develop, retain and expand profitable retail operations by maintaining excellent customer service, building strong community relations and pursuing new market potentials for the Navajo Nation."*

The NNSCI was created in 1983 by the Navajo Nation Council and is managed by the Navajo Division of Economic Development as a part of the Navajo Nation's overall economic development plan. The development of the shopping centers boosts the Navajo economy by providing jobs, goods and services and revenue for the Navajo people.





### Navajo Nation Museum

Although not an enterprise of Navajo Nation, the Navajo Nation Museum, located in Window Rock, provides a significant destination for visitors to Navajo Nation. In addition to housing a library, the museum contains four exhibitions including Silver Stars (a collection of jewelry and personal adornments created with the combination of alloys and mineral deposits found within Mother Earth), The Long Walk (an exhibit portraying the historical event at Bosque Redondo), A Beautiful Life (an exhibit describing some of the knowledge basic to the Navajo culture pertaining to the four stages of the Navajo Way of Life which includes the cornfield as a sacred place and the ceremonial basket as a symbol of growth, prosperity and a great nation), and a tribute to the most revered leaders of the Diné.

### Navajo Nation Parks and Recreation Department

The mission of the Navajo Nation Parks and Recreation Department is to protect, preserve and manage tribal parks, monuments and recreation areas for the perpetual enjoyment and benefit of the Navajo Nation--the spectacular landscapes, buttes, canyons, clean air, diversity of plants and wildlife and areas of beauty and solitude.

The Department manages one of the oldest programs in the Navajo Nation government. It was established in 1964 and is charged with the responsibility to be Navajo Nation's primary caretaker of special lands set aside for preservation.

The Department manages the following parks:

Navajo Nation Parks	
Bowl Canyon Recreation Area	Little Colorado River Gorge
Canyon de Chelly Planning Office	Monument Valley Navajo Tribal Park
Four Corners Monument	San Juan River
Lake Powell Navajo Tribal Park - Antelope Canyon	Window Rock Navajo Tribal Park

### Navajo Nation Enterprises—Summary

The various Enterprises of Navajo Nation were established in order to efficiently and effectively conduct tribal business. While such enterprises are structured for official Navajo Nation business, they are not necessarily relevant in the minds of tourists. That is, the traveler to Navajo Nation planning to gamble and have an overnight stay at a casino, tour a museum and purchase jewelry from an arts and craft vendor does not view themselves as investing in the operation of three separate enterprises. They are simply being a tourist. See Appendix H for a modified “organizational chart” of Navajo Nation tourism-related divisions, departments and enterprises.

Yet, in order to plan their itinerary, tourists may find themselves consulting three separate websites and contacting various agencies and departments. Efforts to centralize and streamline access to such information for tourists are clearly needed.



## Current Navajo Nation Tourism Strategic Assessment

Building Communities, Inc., the consulting firm preparing this Navajo Tourism Strategic Plan, completed five Chapter-based community and economic development strategic plans in 2012 and 2013.

In deploying its methodology, Building Communities presents a menu of 25 potential community and economic development strategies for selection and implementation at the Chapter level. Chapter leaders select such strategies only after considering 88 Key Success Factors. Key Success Factors are “conditions or abilities that must be in place in order to successfully implement one or more strategies.”

The Chapters completing these local strategic plans include Bodaway-Gap, Chinle, Fort Defiance, Ganado and Many Farms.

In total, there are twelve Key Success Factors related to four tourism strategies. The table below presents each of the 12 factors, their score (on a scale of 0-100), and commentary related to each factor. The table, in effect, is a strategic assessment of tourism on Navajo Nation—at least as it relates to five of the Chapters. In general, the Chapters conducting strategic plans were relatively large in terms of population on Navajo Nation.

**Five Chapter Tourism Key Success Factors**

Factors	Average Score*	Comment on Factor
Existing or prospective cultural attraction	95	The availability of cultural attractions on Navajo Nation represents an extreme comparative advantage
Proximity to nationally recognized attractions	83	Clearly, Navajo Nation has great proximity to nationally recognized attractions. The proximity to the Grand Canyon, America’s second most visited national park, for example, is a tremendous comparative advantage. It could be argued that Navajo Nation itself could be a “nationally recognized attraction”
Local, available, low-skill labor pool	83	Local labor and talent is available to support the operation of visitor attractions
Desirable climate	58	In general, the climate of Navajo Nation is conducive for tourism activity year-round
Community acceptance of the visitor industry	50	Acceptance of the visitor industry will likely grow as Navajo Nation and its Chapters benefit more from visitor expenditures
Cultural development advocacy organization	45	Improvement needs to be made with the capacity of Navajo Nation to organize and promote cultural attractions at the Chapter level
Sophistication in marketing local events	45	This factor may be less relevant than most, as “local and regional tourism” is generally not selected by Chapters
Local recreational and visitor attractions	33	Although Navajo Nation has destination visitor attractions and cultural attractions, there are very few Chapter-based visitor attractions. Tourism for Navajo Nation is therefore “go big or go home”
Proximity to travel routes	25	Navajo Nation is on several federally-designated travel routes

*Continued on following page*



Factors	Average Score*	Comment on Factor
Sophisticated tourism development and promotion	25	The Navajo Nation Tourism Department could take the lead to increase the sophistication and capacity of Chapters to promote and develop tourism attractions
Proximity to scheduled air service	25	While bordering communities do offer some capacity for scheduled air service, in general visitors to Navajo Nation should expect to arrive and travel by car
Sufficient marketing, promotion or public relations budget	8	The lack of availability of funding, particularly at the Chapter level, is a significant disadvantage for tourism promotion
*Scores range from 0-100. Scores on the lower end of the scale represent Key Success Factors that are largely unavailable in the region. Conversely, scores closer to 100 represent comparative advantages for Navajo Nation.		

As the table above indicates, five of the 12 factors score 50 or above, while seven of the factors score 49 or below. In general, scores of 85 and higher suggest “extreme ease” for the Chapter to successfully implement the strategy. Scores of 70-84 represent strategies that can be successfully implemented with diligent effort. Scores of 50-69 represent strategies that are challenging but possible. Scores of under 50 do not necessarily indicate that a Chapter should not select this strategy, but rather should anticipate significant challenges for implementation.

Similarly, the Key Success Factor scores in the table above suggest there are three superior Tourism Key Success Factors:

- Existing or prospective cultural attractions
- Proximity to nationally recognized attractions
- Local, available, low-skill labor pool

In other words, Navajo Nation is fortunate to have a significant array of cultural and tourism attractions. This finding is nearly self-evident by a tour throughout Navajo Nation.

Steering Committee members who participated in the strategic planning exercises generally indicated that there is a significant labor pool available to support the operation of tourism attractions, lodging, restaurants, gift shops and vending sites. The other two positive Key Success Factors relate to the desirability of the climate and a general acceptance of the visitor industry (although a score of 50 is marginal).

The scores under 50, however, signal areas in which Navajo Nation must make proactive gains in order to successfully implement a more aggressive approach to tourism development. Such areas of improvement relate to the need for more sophisticated organizations to support tourism, improvements in the budgeting and tactics for tourism promotion, improved travel routes and funding dedicated to tourism.

Many of the recommendations in this Tourism Strategic Plan build upon these strengths identified at the Chapter-level strategic planning, while addressing the weaknesses shown in the table above.



## APPENDICES

**Appendix A: Human and Financial Resource Implications for Implementing Strategic Plan**

**Appendix B: Recommended High-level Implementation Budget**

**Appendix C: Plan Implementation Timeline**

**Appendix D: Comparison of State Travel Budgets**

**Appendix E: Navajo Nation Tourism Department 2013-2014 Activities and Accomplishments**

**Appendix F: Navajo Attractions**

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**Appendix H: Navajo Nation Tourism-related Offices Organizational Chart**



## APPENDIX A

### Human and Financial Resource Implications for Implementing Strategic Plan

The table outlines the human and financial resource actions needed to implement this strategic plan. Several of the recommendations do not have implications for budgeting. This is noted with “N/A” in the respective cell. Recommendations that are to be funded through the \$554 million settlement are shown with a “sub-table” in the “Needed Financial Resources” column. As noted in the plan, \$20 million is recommended to be set aside from the \$554 million federal settlement for plan implementation. Of this amount, \$10 million would be committed for *Product Development* (as noted by “Product”) in the table; \$5 million would be invested over five years at \$1 million per year for *Advertising and Public Relations* (“Marketing”) and \$5 million would be set aside for Chapters to implement tourism priorities at the local level (“Chapters.”)

#### Resources to Implement Recommendations

Recommendation	Needed Human Resources	Needed Financial Resources									
<b>A. Leadership and Commitment of Resources from the Navajo Nation Administration</b>											
#A1: Clearly Articulate the Importance of Tourism Development for the Future of Navajo Nation	Advised by the Tourism Department, the Navajo Nation President should clearly proclaim the importance and value of tourism in major communication opportunities.	N/A									
#A2: Re-establish the Navajo Nation Tourism Department as an Enterprise	Coordination is needed between the administrative and legislative branches of Navajo Nation government.	N/A									
#A3: Allocate \$20 Million of the \$554 Million Federal Settlement to Tourism Development	N/A	<table> <tr> <th colspan="3">\$554 Million Settlement</th></tr> <tr> <th>Product</th><th>Marketing</th><th>Chapters</th></tr> <tr> <td>X</td><td>X</td><td>X</td></tr> </table>	\$554 Million Settlement			Product	Marketing	Chapters	X	X	X
\$554 Million Settlement											
Product	Marketing	Chapters									
X	X	X									
#A4: Strengthen Tourism Development Staffing	The Tourism Department should review the 2002 staffing recommendations, evaluate them relative to the existing staffing structure, and then make needed changes.	Once needed staffing changes are identified, budgetary implications should be considered at the administrative and legislative levels.									
#A5: Build Internal Teamwork: Divisions, Departments and Enterprises	Representatives of all of the departments, divisions and enterprises identified in the plan should meet monthly.	N/A									
#A6: Enhance Collaboration with the U. S. National Park Service	Periodic outreach by the Tourism Department Director to U.S. National Park Service leaders is needed.	N/A									

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Recommendation	Needed Human Resources	Needed Financial Resources									
#A7: Conduct the Navajo Nation Tourism Summit in the Spring or Summer of 2015	Similar to the November 2014 Conference and Expo, much of the coordination work for this event can be conducted internally. Contracting for an event coordinator may be beneficial.	<p>\$40,000</p> <p><i>NOTE: This is the only recommendation that requires funding prior to—or outside of—funding from the \$554 million settlement. It is presumed that this event would take place prior to final federal settlement budget allocations being made.</i></p>									
#A8: Expedite the Business Site Leasing Process	Coordination between the Tourism Department and the Business Regulatory Department is needed.	N/A									
#A9: Create a Nationwide Artisan Vendor Program including Certification, Facilities Development and Promotion	Coordination is needed between the Tourism Department, the Economic Development Division and other Navajo Nation offices in order to develop programming, certification and facility development.	<table> <tr> <th colspan="3">\$554 Million Settlement</th></tr> <tr> <th>Product</th><th>Marketing</th><th>Chapters</th></tr> <tr> <td>X</td><td></td><td></td></tr> </table>	\$554 Million Settlement			Product	Marketing	Chapters	X		
\$554 Million Settlement											
Product	Marketing	Chapters									
X											
#A10: Integrate Navajo Language Preservation Campaigns with Tourism	The Tourism Department should coordinate with the President's Office and the K-12 school system to integrate tourism concepts with Navajo language preservation efforts.	N/A									
#A11: Continue Printing and Distributing the Navajo Nation Visitor Guide	Tourism Department staff should continue to coordinate with vendors to produce the Visitor Guide.	<table> <tr> <th colspan="3">\$554 Million Settlement</th></tr> <tr> <th>Product</th><th>Marketing</th><th>Chapters</th></tr> <tr> <td></td><td>X</td><td></td></tr> </table>	\$554 Million Settlement			Product	Marketing	Chapters		X	
\$554 Million Settlement											
Product	Marketing	Chapters									
	X										
#A12: Establish a Fresh New Image and Brand for the Discover Navajo Campaign	The Tourism Department should issue a Request for Proposals for qualified firms to develop the new marketing image.	<table> <tr> <th colspan="3">\$554 Million Settlement</th></tr> <tr> <th>Product</th><th>Marketing</th><th>Chapters</th></tr> <tr> <td></td><td>X</td><td></td></tr> </table>	\$554 Million Settlement			Product	Marketing	Chapters		X	
\$554 Million Settlement											
Product	Marketing	Chapters									
	X										
#A13: Continue to Enhance the New Tourism Department Website	The Tourism Department should continue to work with the existing vendor to update and improve the website.	<table> <tr> <th colspan="3">\$554 Million Settlement</th></tr> <tr> <th>Product</th><th>Marketing</th><th>Chapters</th></tr> <tr> <td></td><td>X</td><td></td></tr> </table>	\$554 Million Settlement			Product	Marketing	Chapters		X	
\$554 Million Settlement											
Product	Marketing	Chapters									
	X										
#A14: Produce a Series of High-quality Videos to Promote Navajo Nation	The Tourism Department should issue a Request for Proposals for qualified firms to develop the new marketing video series.	<table> <tr> <th colspan="3">\$554 Million Settlement</th></tr> <tr> <th>Product</th><th>Marketing</th><th>Chapters</th></tr> <tr> <td></td><td>X</td><td></td></tr> </table>	\$554 Million Settlement			Product	Marketing	Chapters		X	
\$554 Million Settlement											
Product	Marketing	Chapters									
	X										
#A15: Continue to Foster the Film and Video Industry Coming to Navajo Nation	The Tourism Department should coordinate with Navajo Nation Office of Broadcast Services and the Navajo Nation Parks and Recreation Department to develop an outreach strategy to encourage more film and video activity at Navajo Nation.	<table> <tr> <th colspan="3">\$554 Million Settlement</th></tr> <tr> <th>Product</th><th>Marketing</th><th>Chapters</th></tr> <tr> <td></td><td>X</td><td></td></tr> </table>	\$554 Million Settlement			Product	Marketing	Chapters		X	
\$554 Million Settlement											
Product	Marketing	Chapters									
	X										

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Recommendation	Needed Human Resources	Needed Financial Resources						
#A16: Expand Focus on International Tourists	The Tourism Department staff should coordinate with experts in international tourism marketing in order to target international tourism opportunities.	<b>\$554 Million Settlement</b> <table> <tr> <th>Product</th><th>Marketing</th><th>Chapters</th></tr> <tr> <td></td><td>X</td><td></td></tr> </table>	Product	Marketing	Chapters		X	
Product	Marketing	Chapters						
	X							
#A17: Develop Attractions, Lodging and Other Tourism Facilities	The Tourism Department should coordinate with Design and Engineering Services for the planning and construction of new facilities.	<b>\$554 Million Settlement</b> <table> <tr> <th>Product</th><th>Marketing</th><th>Chapters</th></tr> <tr> <td>X</td><td></td><td></td></tr> </table>	Product	Marketing	Chapters	X		
Product	Marketing	Chapters						
X								
#A18: Design and Build Bold “Monument Signage” Welcoming Travelers to Navajo Nation and its Key Destination Sites	The Tourism Department should coordinate with Design and Engineering Services for the design and construction of new signage.	<b>\$554 Million Settlement</b> <table> <tr> <th>Product</th><th>Marketing</th><th>Chapters</th></tr> <tr> <td>X</td><td></td><td></td></tr> </table>	Product	Marketing	Chapters	X		
Product	Marketing	Chapters						
X								
#A19: Establish a Tourism Wayfinding System	The Tourism Department should coordinate with the Arizona Department of Transportation, the Bureau of Indian Affairs and the Navajo Nation Department of Transportation to design and implement a wayfinding system.	<b>\$554 Million Settlement</b> <table> <tr> <th>Product</th><th>Marketing</th><th>Chapters</th></tr> <tr> <td>X</td><td>X</td><td>X</td></tr> </table>	Product	Marketing	Chapters	X	X	X
Product	Marketing	Chapters						
X	X	X						
#A20: Design Facilities with Motor Coaches in Mind	The Tourism Department should coordinate with Design and Engineering Services for the design and construction of new facilities.	<b>\$554 Million Settlement</b> <table> <tr> <th>Product</th><th>Marketing</th><th>Chapters</th></tr> <tr> <td>X</td><td></td><td></td></tr> </table>	Product	Marketing	Chapters	X		
Product	Marketing	Chapters						
X								
<b>B. Engagement and Effort at the Chapter Level</b>								
#B1: Heighten the Awareness of Tourism as a Viable Strategy at the Chapter Level	The Tourism Department should maintain and expand the current Chapter-outreach activity throughout Navajo Nation.	N/A						
#B2: Program and Invest a \$5 Million Chapter-Based Tourism Implementation Fund	The Tourism Department should design, implement and manage a grant program providing financial resources to Chapters for tourism development.	<b>\$554 Million Settlement</b> <table> <tr> <th>Product</th><th>Marketing</th><th>Chapters</th></tr> <tr> <td></td><td></td><td>X</td></tr> </table>	Product	Marketing	Chapters			X
Product	Marketing	Chapters						
		X						
#B3: Develop and Distribute Tourism Posters to Every Chapter	The Tourism Department should develop and distribute Tourism-promotion posters.	<b>\$554 Million Settlement</b> <table> <tr> <th>Product</th><th>Marketing</th><th>Chapters</th></tr> <tr> <td></td><td>X</td><td></td></tr> </table>	Product	Marketing	Chapters		X	
Product	Marketing	Chapters						
	X							
#B4: Foster New Bed and Breakfast and Tour Guide Businesses	The Tourism Department should include matching funds for Chapter-initiated facility and business development.	<b>\$554 Million Settlement</b> <table> <tr> <th>Product</th><th>Marketing</th><th>Chapters</th></tr> <tr> <td></td><td></td><td>X</td></tr> </table>	Product	Marketing	Chapters			X
Product	Marketing	Chapters						
		X						
#B5: Conduct Chapter Cleanup Days	Chapter Managers and Community Service Coordinators should lead Chapter-based community cleanup campaigns at least annually.	N/A						
Continued on Following Page								

**C. Collaboration with Neighboring States and Relevant Partners**

#C1: Explore Proactive, Strategic Relationships with All Four Corners States	Routine coordination by the Tourism Department Director should be done with key strategic partners.	N/A		
#C2: Proactively Team Up with the Grand Circle	Active coordination between the Tourism Department Director and the Grand Circle leadership should be maintained.	<b>\$554 Million Settlement</b>		
		Product	Marketing	Chapters
			X	



## APPENDIX B

### Recommended High-level Implementation Budget

Of the 27 recommendations, 14 (in addition to the all-encompassing Recommendation #A3) have a direct intended implication on the expenditure of \$20 million from the \$554 million federal settlement. A high-level budget is provided below along with some explanatory Budget Notes.

#### Recommended High-level Implementation Budget

Recommendation	Recommended Budget	Budget Notes
<b>A. Leadership and Commitment of Resources from the Navajo Nation Administration</b>		
#A9: Create a Nationwide Artisan Vendor Program including Certification, Promotion and Facilities Development	\$800,000	A task force of representatives from at least three vending organizations from throughout Navajo Nation should be convened in order to come to consensus on how to invest \$800,000 for the three-fold purpose of 1) creating and implementing a certification program, 2) promoting vending sites and operations and 3) providing matching funds for facilities upgrades.
#A11: Continue Printing and Distributing the Navajo Nation Visitor Guide	\$100,000	This would be a one-time supplement to update the Visitor Guide, including incorporating the new brand and image, as well as additional content.
#A12: Establish a Fresh New Image and Brand for the Discover Navajo Campaign	\$100,000	The Tourism Department should issue a Request for Proposals for a qualified advertisement/public relations firm to develop the new brand.
#A13: Continue to Enhance the New Tourism Department Website	\$50,000	Funding should be targeted for the generation of new content to match the upgrade of the visual improvements to the website.
#A14: Produce a Series of High-quality Videos to Promote Navajo Nation	\$100,000	While Navajo Nation has some access to B-roll footage which should be utilized, these funds should be used to generate new footage and to finalize new video production.
#A15: Continue to Foster the Film and Video Industry Coming to Navajo Nation	\$100,000	Funding could be targeted for staffing, outreach, travel and the development of targeted information to recruit the video industry.
#A17: Develop Attractions, Lodging and Other Tourism Facilities	\$10,000,000	The Tourism Department should convene a task force of relevant divisions, departments and enterprises to develop a specific use of \$10 million that would have the greatest leveraging effect for the development of new facilities. The uses of the funding may be a mix of grants and loans to businesses as well as a short-term enhancement to Navajo Nation staffing.
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Recommendation	Recommended Budget	Budget Notes
#A18: Design and Build Bold "Monument Signage" Welcoming Travelers to Navajo Nation and its Key Destination Sites	\$1,000,000	Funding should be used to design, locate, construct and maintain new monument signage.
#A19: Establish a Tourism Wayfinding System	\$1,000,000	Funding should be used to design, locate, place, promote and maintain wayfinding signage.
#A20: Design Facilities with Motor Coaches in Mind	\$1,000,000	Funding should be used to design specific facilities upgrades, and then to use the remainder for matching funds for facility improvements in order to accommodate motor coaches.
"A" Recommendations Sub-total	\$14,250,000	
<b>B. Engagement and Effort at the Chapter Level</b>		
#B2: Program and Invest a \$5 Million Chapter-based Tourism Implementation Fund	\$5,000,000	The Tourism Department should establish a grant program that encourages Chapters to strategically identify tourism facility and promotion investments that have the greatest benefit for Navajo Nation. Building Communities can assist with recommendations on how to structure, manage and implement such a grant program.
#B3: Develop and Distribute Tourism Posters to Every Chapter	\$50,000	Funding should be used to develop and distribute tourism posters to every Chapter.
#B4: Foster New Bed and Breakfast and Tour Guide Businesses	\$500,000	\$400,000 should be set aside as matching funds for facility improvements for a network of eligible bed and breakfast and tour guide operations. The remaining \$100,000 should be used to promote the new network.
"B" Recommendations Sub-total	\$5,550,000	
<b>C. Collaboration with Neighboring States and Relevant Partners</b>		
#C2: Proactively Team Up with the Grand Circle	\$200,000	Funding should be targeted to the Grand Circle to announce Navajo Nation's new position as "the Southwest's new destination attraction."
"C" Recommendations Sub-total	\$200,000	
<b>Total Cost to Implement Strategic Plan</b>		
All Recommendations ("A" + "B" + "C")	\$20,000,000	

## APPENDIX C

### Plan Implementation Timeline

Implementing this Tourism Strategic Plan requires a collaborative approach both internally within the Navajo Nation Tourism Department and externally with key strategic partners, divisions, departments and enterprises.

The table below presents a high-level recommendation for the implementation of the plan. The five-year plan is to be implemented over the 20 calendar quarters. While some of the activities will require ongoing effort, others should be implemented more intermittently (as shown in the table below).

Plan Recommendation Timeline																				
	2015				2016				2017				2018				2019			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A1																				
A2																				
A3																				
A4																				
A5																				
A6																				
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B1																				
B2																				
B3																				
B4																				
B5																				
C1																				
C2																				



## APPENDIX D

### Comparison of State Travel Budgets

This Strategic Plan recommends that \$20 million of the \$554 million federal settlement be dedicated to tourism development. (NOTE: Beyond the scope of this Strategic Plan is current consideration by the Navajo Nation Division of Economic Development of additional capital improvement funding commitment from the federal settlement for specific projects such as the proposed Grand Canyon Escalade, improvements to Antelope Point and other visitor attractions).

Of the \$20 million, \$5 million is recommended for tourism advertising and public relations. It is recommended that \$1 million per year be committed to a long-term advertising and public relations campaign to be conducted over the five-year life of this Strategic Plan (2015-2019).

While a \$1 million commitment for advertising and public relations may seem excessive, a comparison of the tourism advertising and public relations budgets for the 50 states (shown below) demonstrates the need for a significant budget in order to impact the marketplace.

State by State Travel Budget Comparison					
State	Budget	State	Budget	State	Budget
Hawaii	\$75.0 M	Wyoming	\$12.6 M	<b>New Mexico</b>	<b>\$7.1 M</b>
Florida	\$56.2 M	Montana	\$12.3 M	New Hampshire	\$6.9 M
Illinois	\$55.4 M	South Dakota	\$12.2 M	Georgia	\$6.8 M
California	\$50.0 M	Oregon	\$12.0 M	Mississippi	\$6.4 M
Texas	\$37.2 M	Tennessee	\$11.7 M	Pennsylvania	\$5.8 M
Michigan	\$27.4 M	Missouri	\$11.6 M	Nebraska	\$5.2 M
New York	\$19.1 M	Alabama	\$11.6 M	North Dakota	\$5.1 M
Virginia	\$17.6 M	Massachusetts	\$10.9 M	Ohio	\$5.0 M
Alaska	\$17.0 M	Oklahoma	\$10.7 M	Kansas	\$4.8 M
Arkansas	\$15.1 M	North Carolina	\$10.45 M	Vermont	\$2.9 M
Wisconsin	\$14.9 M	Maryland	\$10.4 M	Iowa	\$2.4 M
Nevada	\$14.8 M	Maine	\$9.8 M	Indiana	\$2.3 M
Colorado	\$14.7 M	New Jersey	\$9.0 M	Delaware	\$1.95 M
<b>Utah</b>	<b>\$14.4 M</b>	Minnesota	\$8.5 M	Rhode Island	\$710 K
South Carolina	\$13.6 M	West Virginia	\$7.7 M	Connecticut	NA
Louisiana	\$13.2 M	Kentucky	\$7.4 M	Washington	NA
<b>Arizona</b>	<b>\$12.9 M</b>	Idaho	\$7.2 M	<b>Total</b>	<b>\$683.6 M</b>
Source: 2012-2013 Survey of U.S. State Tourism Budgets by the U.S. Travel Association					





## APPENDIX E

### Navajo Nation Tourism Department 2013-2014 Activities and Accomplishments

The Navajo Nation Tourism Department has been active over the past two years developing and implementing advertising, public relations and capital improvement projects designed to bolster tourism throughout Navajo Nation.

The table below provides a summary of such activities and accomplishments.

Navajo Nation Tourism Department 2013-2014 Activities and Accomplishments	
Activity/Accomplishment	Description
<b>Marketing and Public Relations Activities</b>	
<b>Strategic Partnerships and Relationships</b>	In many instances, the needed partnerships and relationships between the Tourism Department and key strategic partners were either strained or non-existent. Great effort has been made by Tourism Director Arval McCabe and his staff to renew and rebuild such relationships (both internally within Navajo Nation and externally with neighboring states).
<b>Website Improvements</b>	The Department launched an update of its website in September 2014. The website is significantly more visually inviting, and new content is being added daily.
<b>Navajo Nation Tourism Conference and Expo</b>	The Department coordinated a Conference and Expo that showcased tourism, encouraged attendance and participation from all Chapters, showcased its new strategic plan and engaged tourism strategic partners.
<b>Super Bowl Event Village</b>	The primary purpose of this event is to promote Navajo Nation as a visitor destination—especially for return trips to Arizona by Super Bowl attendees. The Department is supporting the Navajo Nation Museum in this effort. One primary function and accomplishment of the Department will be a reception at the Heard Museum in Phoenix.
<b>Visitor Guide Reprinting</b>	The Tourism Department recently ordered 10,000 new Visitor Guides (100 boxes at 100 guides a piece).
<b>National Events</b>	The Tourism Department has attended key national events in Dallas, Washington D.C. and Las Vegas. Increased visitor counts at several attractions are attributed to such tourism outreach.
<b>Tourism Brochures and Visitor Information</b>	The Department has increased the number of locations where visitors can find brochures about Navajo Nation activities, events and facilities
<b>Statistics and Visitor Counts</b>	The Department is establishing itself as a central point of information with respect to collecting and disseminating visitor count information. This is done by monitoring websites and making direct contacts with partners such as the U.S. National Park Service
<b>Chapter Outreach</b>	The Department has worked to meet directly with Chapter officials and CLUP members at the local level to increase communication and better understand tourism needs at the Chapter level. In 2015, the Department hopes to be very proactive with its Chapter-based meeting schedule (three meetings per month).
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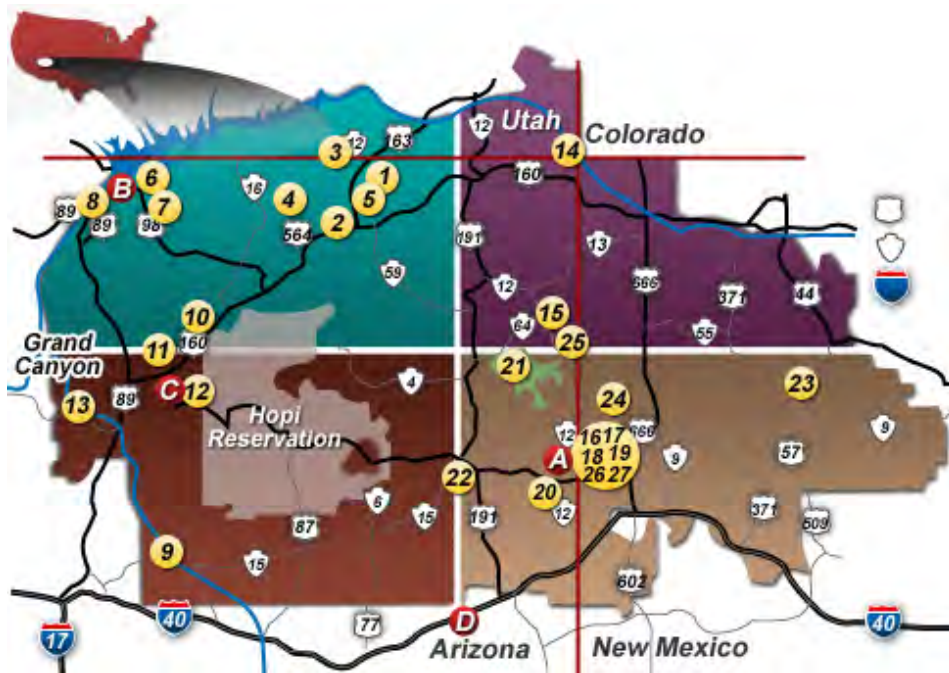
Navajo Nation Tourism Department 2013-2014 Activities and Accomplishments (con't)	
Activity/Accomplishment	Description
<b>Facility Improvement Activities</b>	
<b>Sheep Springs Welcome Center</b>	The Department has led the effort to complete the development of the Sheep Springs Welcome Center and seek a sustainable long-term operations and maintenance plan for the facility located in northwestern New Mexico. The facility was completed in November 2013. While it is beautiful and functional, it is generally acknowledged that the 1999-decision to locate the facility was misdirected, resulting in long-term operations and budgeting challenges.
<b>Canyon de Chelly Improvements</b>	The Department is collaborating with the U.S. National Park Service for facility improvements. One new waterless restroom has been purchased and put in place on the south rim of Canyon de Chelly. An additional effort to locate a waterless restroom on the north rim is underway.
<b>Chaco Canyon Facility Improvements</b>	The Department is collaborating with the University of New Mexico to conduct a feasibility study for new facility development (hotel, etc.) at Chaco Canyon.
<b>Antelope Point Marina Improvements</b>	The Department is coordinating with the U.S. National Park Service and Antelope Point Holdings, LLC to facilitate long-term facility enhancements and improved operations.
<b>Shiprock Pinnacles Improvements</b>	The Department is working with the New Mexico State Parks and Recreation Department and the Navajo Nation Parks and Recreation Department, as well as five Chapters to increase awareness of the importance of the Shiprock Pinnacles as a natural visitor destination. The outcome of such dialogue is intended to better preserve the natural attraction and to improve visitor amenities.
<b>New Waterless Restrooms</b>	The Department has a goal of developing two more waterless restroom facilities in 2015.



## APPENDIX F

### Navajo Attractions

Information provided below is provided by Navajo Nation Hospitality Enterprise. All of the photographs and description of attractions are showcased on the “Attractions” tab of the [www.ExploreNavajo.com](http://www.ExploreNavajo.com) website.



- |   |  |  |
|---|--|--|
| 1. Monument Valley Navajo Tribal Park           | 2. Kayenta Visitor Center                | 3. Oljato Trading Post                 |
| 4. Navajo National Monument                     | 5. El Capitan                            | 6. Antelope Point Marina               |
| 7. Antelope Canyon                              | 8. Navajo Bridge                         | 9. Grand Falls                         |
| 10. Elephant Feet                               | 11. Dinosaur Tracks                      | 12. Coal Mine Canyon                   |
| 13. Little Colorado River Gorge                 | 14. Four Corners Navajo Tribal Park      | 15. Diné College & Hatathli Center     |
| 16. Window Rock Tribal Park                     | 17. Navajo Veterans Memorial             | 18. Navajo Nation Council Chambers     |
| 19. Navajo Museum Library and Visitor Center    | 20. St. Michael's Historical Museum      | 21. Canyon de Chelly National Monument |
| 22. Hubbell Trading Post National Historic Site | 23. Chaco Culture National Historic Park | 24. Asááyi Lake                        |
| 25. Wheatfields Lake                            | 26. Navajo Arts & Crafts Enterprise      | 27. Navajo Nation Zoo & Botanical Park |



### Antelope Canyon

Antelope Canyon is amazingly beautiful! Antelope Canyon is where you are able to view the spectacular slot canyons. View the beautifully carved red sandstone, and the gorgeous sloping angles of the rocks. The canyons are located near Page, Arizona. Keep in mind that when you visit the Canyons, you must have an authorized tour guide with you.



### Antelope Point Marina

Hugging the shoreline near some of the most scenic stretches of Lake Powell, the Navajo Nation-owned and operated marina offers a full-service boat launching ramp, a serene lagoon perfect for swimming, a beach and plenty of parking.



### Asááyi Lake

The Asááyi Lake (Ah-sy-yeh) is the ideal place for outdoor camping, canoeing, trout fishing, and picnicking. Asááyi Lake is a 36-acre alpine lake surrounded by the beautiful Chuska Mountains.







### Canyon de Chelly National Monument





Nowhere in Navajoland is the blend of past tradition and present culture more evident than at Canyon de Chelly National Monument. The Navajo people still have a mystical bond to this redstone canyon that cuts an almost tropical path of trees and flowers through the desert. Canyon de Chelly is home to several periods of Indian culture dating from 350 A.D. to 1300 A.D., and the 26-mile canyon's sheer cliffs range from 30 to more than 1,000 feet, providing a spectacular backdrop for hundreds of Anasazi ruins, as well as modern Navajo homes and farms. The visitor center offers details and maps to all of the canyon's many world-famous sites, including Spider Rock, White House Ruins and Canyon del Muerto.





<p><b>Chaco Culture National Historic Park</b></p> <p>The Chaco Culture Park is remarkable for its monumental public and ceremonial buildings, and of course its distinctive architecture. This remote park is located in beautiful northwestern New Mexico. The park features more than a dozen Anasazi ruins. The architectural ruins remain as a strong testament to the accomplishments of this vanished civilization.</p>	
<p><b>Coal Mine Canyon</b></p> <p>Coal Mine Canyon, just southeast of Navajo Nation, is a striking combination of red mudstone, bleached white rock and coal streaks. There are picnic tables on the rim of the canyon, and the play of sunlight off the different colors of rock make for picturesque photography.</p>	
<p><b>Diné College &amp; Hatathli Center</b></p> <p>Visit the first tribally controlled community college in the United States. Diné College was established in 1968 and it is known for encouraging Navajo youth to become contributing members of the Navajo Nation. Located on the beautiful Diné college campus is the six story Hogan shaped Hatathli Museum and Art Gallery. The Hatathli Center features many Native American exhibits, as well as authentic Navajo arts and crafts.</p>	
<p><b>Dinosaur Tracks</b></p> <p>Dinosaur Tracks, just west of Navajo Nation, is one of the most fun spots to visit in Navajoland. Not just because of the spectacle of seeing perfectly preserved footprints left clearly in the sandstone by a prehistoric creature some 200 million years ago, but also because of the colorful and engaging Navajos who sell arts and crafts (and sodas and snacks) just a few feet from the Jurassic tracks.</p>	



<p style="text-align: center;"><b>El Capitan</b></p> <p>El Capitan towers 1,500 feet and is located north of Kayenta. It has been said that El Capitan is also known as "Aghaa'la", which means, much wool. Legends have been told that the name "much wool" refers to the custom of scraping deer hides on the coarse basalt that eventually piled up the wool along the sides. El Capitan is of ceremonial importance to the Navajos.</p>	
<p style="text-align: center;"><b>Elephant Feet</b></p> <p>Plenty of vehicles stop on the side of the road near the pair of lonely sandstone towers jutting out from the flatlands east of Navajo Nation. To everyone who sees these formations, they look exactly like their name: Elephant Feet. There is no visitor center, but that's part of the beauty of these pachyderm formations — you can walk right up and touch the "toes" of these rocks. (Photo hint: give the camera to a friend, stand between the "feet," and tell your friend to frame the shot so that it cuts off the top of the rock formations. This way it looks like you really are at the feet of a giant elephant!)</p>	
<p style="text-align: center;"><b>Four Corners Navajo Tribal Park</b></p> <p>Your visit to Navajoland would not be complete without a stop at the Four Corners Monument. This is the only site in the country where the corners of four states — Arizona, Colorado, New Mexico and Utah — come together. Four Corners Navajo Tribal Park has a visitor center, a demonstration center, Navajo arts and crafts booths, picnic tables and portable restrooms.</p>	
<p style="text-align: center;"><b>Grand Canyon</b></p> <p>Visit and explore one of nature's greatest wonders! The Grand Canyon is more than one mile deep and between four and eighteen miles wide. Within the Canyon, the Colorado River drops 2,215 feet while being channeled into ever-narrower paths. With more than a dozen geologic layers visible at the Grand Canyon, you are sure to be amazed. Grand Canyon National Park is a World Heritage Site.</p>	





### Grand Falls

Grand Falls, located northeast of Flagstaff is a spectacular site to see! The Grand Falls are said to be larger than the Niagara Falls when flowing. When exploring the Grand Falls you will see old lava flows and contrasting sandstone.



### Historic Tuba City Trading Post

The Navajo Nation Trading Post has been a part of the Indian Country landscape since 1870. It is located in the heart of the Navajo Nation. The Trading Post has been restored to capture much of its original character, and remains a working trading post today, serving much of the local Navajo community. Visitors will find authentic Indian arts & crafts, Indian jewelry, pottery, sandpaintings, Kachina dolls, rugs, and clothing. The selection and quality merchandise will satisfy not only the serious collector, but the casual souvenir hunter and everyone in between.



### Hopi Cultural Center

Visit the Hopi Cultural Center and Museum located in Second Mesa, Arizona. The Cultural Center contains Hopi arts and crafts, historic pottery, weavings, woodcarvings, and silver. There is also a restaurant that serves delicious food located on site at the Cultural Center. Learn about the Hopi people, and trace their history as you visit the very informative museum.



### Hubbell Trading Post National Historical Site

The oldest continuously operated trading post in the United States, Hubbell Trading Post is an important thread in the fabric of Navajo history. Established in 1876, this mercantile, and others founded by John Lorenzo Hubbell, came to be the lifeline of supplies for Navajos looking to re-establish themselves following the "Long Walk" of 1864. It was also a place for Navajos to meet and socialize in the days before the advent of the automobile. Today, the trading post still sells groceries and dry goods, but it is also a National Historic Site, and features a bookstore, exhibits, rug-weaving demonstrations and picnic tables. Visitors can take a self-guided tour of the grounds and a ranger-guided tour of the original Hubbell home.



### Kayenta Visitor Center

The Kayenta Visitor Center, completed in 1995, houses an array of cultural resources in a traditional Hogan-shaped building. Complete travel information can be found at the 2,400-square-foot center, which also features a museum with exhibits of Navajo history and cultural artifacts. Native American arts & crafts demonstrations are done on the premises, and videotapes of the surrounding areas are available for viewing. The gift shop features fine-quality Navajo arts, crafts, literature and music. When evening arrives, the outdoor amphitheater often features native dancing and performances.



### Little Colorado River Gorge

From a picnic ground and overlook, this Navajo Tribal Park offers visitors a fantastic view of the deep, narrow gorge of the Little Colorado River. The finely layered upper limestone cliffs contrast with the massive sandstone below, and are evidence of a shallow sea that existed in this desertscape some 250 million years ago. Navajo vendors from around the area regularly sell their arts and crafts here at prices far below most curio and gift shops.



### Monument Valley Navajo Tribal Park

One of the centerpieces of beauty on Navajoland — and one of the world's most recognized landscapes — is Monument Valley Navajo Tribal Park. Beautiful red sandstones push skyward from the vast expanse of desert floor, creating a striking set of formations that stand together against an umbrella of blue skies. This enchanting earthscape is so inspiring and magnificent that it is one of the most photographed sites in America — and has become synonymous with our vision of the great Southwest.



### Navajo Bridge

The Navajo Bridge is the only bridge that allows you to cross the Colorado River for a stretch of 600 miles! The original bridge was built in 1929, however, due to load limits the bridge was rebuilt. The 1929 Navajo Bridge remains a pedestrian bridge today.



### Navajo Museum Library and Visitor Center

The modern Navajo Museum is dedicated to preserving and interpreting the rich and unique culture of the Navajo Nation. Native displays, a book and gift shop, snack bar, auditorium, outdoor amphitheater, information kiosk, library and on-site authentic Navajo hogan complete the center.



### Navajo Arts and Crafts Enterprise

The Navajo Arts and Crafts Enterprise was established in 1941. With over 50 years of experience, the Navajo Arts and Crafts Enterprise offers the finest quality of products! Each item that you purchase from the Enterprise is guaranteed to be authentic and handcrafted. The Navajo Arts and Crafts Enterprise has four locations in Navajoland: Window Rock, Kayenta, Chinle and Cameron. Take home a piece of Navajo tradition and history with you!



### Navajo Nation Council Chambers

See the Navajo Nation government in action as the 24 Council delegates (representing 110 Navajo Nation Chapters, or communities) discuss critical issues and enact legislation to determine the future of the Navajo people. Reorganized in 1991 to form a three-branch system (executive, legislative and judicial), the Navajos conduct what is considered to be the most sophisticated form of Indian government. While the Council is in session, you'll likely hear delegates carry on the tradition by speaking in Navajo, providing a perfect example of how the Navajo Nation retains its valuable cultural heritage while forging ahead with modern progress. When the Council is not in session, legislative work is done by 12 "standing committees" of the Council. Inside the circular Council Chambers, the walls are adorned with colorful murals that depict the history of the Navajo people and the Navajo way of life.



### Explore Navajo Interactive Museum

Explore Navajo Interactive Museum approximates the journey Navajos take through life. Four monumental directional symbols divide the museum into four quadrants. Traveling clockwise, you will enter in the East and move to the South, West and North where in each quadrant you are introduced to the land, language, history, culture and ceremonial life of the Navajo.





### Window Rock Tribal Park and Veterans Memorial

This small park near the Navajo Nation Administration Center features the graceful redstone arch for which the capital is named. The Navajo Nation headquarters and other government offices were built in close proximity to this mystical rock formation. More recently, the Navajos have built a Veterans Memorial at the base of Window Rock to honor the many Navajos who served in the U.S. military. Many Navajo soldiers are recognized in the annals of history for their role as Code Talkers, whereby they used their native language to create a code that was never broken by the enemy. Historians credit the Navajo Code Talkers for helping to win World War II. The park has many symbolic structures: a circular path outlining the four cardinal directions, 16 angled steel pillars with the names of war veterans and a healing sanctuary that is used for reflection and solitude that features a fountain made of sandstone.



### Oljato Trading Post

The Oljato Trading Post was built in 1921 by Navajo leader, Hashkenijni. Today, the trading post is considered the neighborhood store and hasn't changed much in the past 77 years. Oljato Trading Post is located in the northwestern part of the Navajo Nation, 14 miles west of Monument Valley. The trading post contains a museum where you can view vintage photographs, rug weaving supplies and traditional clothing. Many customers and employees of the trading post still speak in the Navajo language, and still use their bartering skills. When visiting the Oljato Trading Post, you will find groceries, Native American arts and crafts and general merchandise.



## APPENDIX G

### Summary of Film, Video and Commercial Production

Given the physical beauty of Navajo Nation, it should not be surprising to find an expansive history of film and video production located on the reservation. The table below—still only a partial list—underscores why Navajo Nation should continue to cultivate film and video production as a part of its overall tourism and economic development efforts.

Film		
Title/Company	Location	Year
Transformers: Age of Extinction	Monument Valley	2014
A Million Ways to Die in the West	Monument Valley	2014
The Lone Ranger	Monument Valley	2013
Reel Injun	Monument Valley	2009
Searchers 2.0	Monument Valley	2007
Revolver	Monument Valley	2005
Windtalkers	Monument Valley	2002
Vertical Limit	Monument Valley	2000
The Return of Navajo Boy	Monument Valley	2000
Mission: Impossible II	Monument Valley	2000
Contact	Canyon de Chelly	1997
Independence Day	Little Colorado Gorge	1996
Forrest Gump	Monument Valley	1995
Broken Arrow	Little Colorado Gorge	1995
Pontiac Moon	Monument Valley	1994
Back to the Future III	Monument Valley	
Thelma and Louise	Monument Valley/ Canyonlands National Park	1991
The Dark Wind		1990
Starman		
Chronos	Monument Valley	1985
National Lampoon's Vacation	Monument Valley	
The Legend of the Lone Ranger	Monument Valley	1980
Eiger Sanction	Monument Valley	1975
The Trial of Billy Jack		1973
Electra Glide in Blue	Monument Valley	1973
Once Upon a Time in the West	Monument Valley	1968
Easy Rider	Monument Valley	1969
2001: Space Odyssey	Monument Valley	1968
How the West Was Won	Monument Valley	1962
The Searchers	Monument Valley	1956
She Wore a Yellow Ribbon	Monument Valley	1949
Continued on Following Page		



Film (con't)		
Title/Company	Location	Year
My Darling Clementine		1946
Stagecoach	Monument Valley	1939
Television		
The Impossible Astronaut, Dr. Who	Monument Valley	
Day of the Moon, Dr. Who	Monument Valley	
Commercial/Print Ads		
Marlboro	Cannon	Mazda/Navajo
Levis	Konica	Toyota/Lexus
Neiman Marcus	Kodak	Chevrolet/GMC
Foreign Production		
Title	Country	Type
"La Donna"	Italy	Film
"Marufuku"	Japan	Film
"Be Pal"	Japan	Print
Union Bank of Switzerland	Switzerland	Commercial



## APPENDIX H

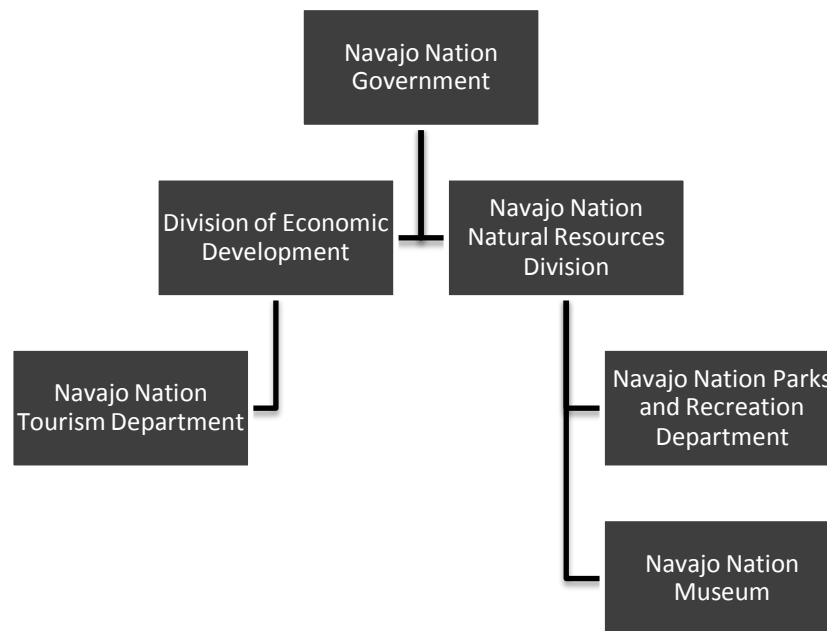
### Navajo Nation Tourism-related Offices Organizational Chart

Navajo Nation government operations are structured as divisions and departments. Departments are sub-units of divisions. Currently the Navajo Nation Tourism Department is a sub-division of the Navajo Nation Division of Economic Development.

While there are benefits of the Tourism Department being “within the government system,” the disadvantages outweigh the advantages. The nature of the work of the Tourism Department—public relations, advertising and facilities development—are best implemented in the more entrepreneurial environment of an enterprise rather than a government department.

Shifting from a department to an enterprise is very significant. The change separates tourism development activities from decisions by the Navajo Nation Council. Currently, all tourism revenues are collected by the government, and then dispersed through the Council to various uses. The shift to an enterprise would separate many tourism operations from the uncertain future decisions of the Council.

#### Navajo Nation Government



#### Enterprises





## APPENDIX I

### Conference Attendee Feedback on Plan Recommendations

The Navajo Tourism Department held its first Navajo Tourism Conference and Expo at the Twin Arrows Navajo Casino Resort. During the event, a draft of this Tourism Strategic Plan was presented by Navajo Tourism Department Director Arval McCabe.

Mr. McCabe not only presented the plan, but also offered a series of 32 questions. Conference attendees were furnished an electronic response (i.e. “clicker”) in order that they could offer feedback to a series of questions related to each of the 27 recommendations in the draft plan.

A total of 63 conference participants responded to the questions. The table below presents the responses to each of the questions.

#### Navajo Nation Tourism Conference and Expo

Results by Question

Questions: 32 | Active Participants: 63 | Total Participant: 63

##### 1. How important do you think tourism is to Navajo Nation?

Responses		
Percent	Count	
80.0%	40	Extremely
14.0%	7	Very
4.0%	2	Somewhat
2.0%	1	Not Much
100%	50	Totals

##### 2. Would it be better if the Navajo Nation Tourism Department were an Enterprise?

Responses		
Percent	Count	
66.0%	33	Yes
18.0%	9	No
16.0%	8	Don't know
100.0%	50	Totals

##### 3. Is \$20 million out of a \$554 million federal settlement the right amount of money for tourism?

Responses		
Percent	Count	
44.9%	22	Yes, just right
32.7%	16	No, too much
16.3%	8	No, too little
6.1%	3	Don't know
100.0%	49	Totals



4. How important is tourism staffing?

Responses	
Percent	Count
54.9%	28
35.3%	18
7.8%	4
2.0%	1
100.0%	51

Extremely important  
Very important  
Somewhat important  
Not important  
**Totals**

5. With respect to how Divisions, Departments and Enterprises work together, which statement seems to be the most accurate?

Responses	
Percent	Count
2.0%	1
0.0%	0
16.3%	8
81.6%	40
100.0%	49

Everyone works very well together, and little improvements are needed.  
In general, the system is efficient, but some changes would be helpful.  
People and the various Divisions, Departments and Enterprises should work much better together.  
Lack of coordination and communication is a very significant problem within Navajo Nation.  
**Totals**

6. The Plan states that “the day is coming when a tourist will not know the difference between a U. S. National park and a Navajo Nation park.” Do you think this is important and possible?

Responses	
Percent	Count
74.0%	37
20.0%	10
4.0%	2
2.0%	1
100.0%	50

It is important; it is possible  
It is important; it is not possible  
It is not important; it is possible  
It is not important, it is not possible  
**Totals**

7. If you are representing a Chapter, do you think that you have any National Parks nearby?

Responses	
Percent	Count
85.1%	40
14.9%	7
100.0%	47

Yes  
No  
**Totals**

8. Do you think it would be worthwhile to hold a follow-up conference to this one in the Spring or Summer of 2015?

Responses	
Percent	Count
90.0%	45
10.0%	5
100.0%	50

Yes  
No  
**Totals**



9. Do you agree that the business site leasing process is too slow and a problem for Navajo Nation?

Responses	
Percent	Count
81.8%	45
9.1%	5
9.1%	5
100.0%	55

Yes  
No  
Don't know  
**Totals**

10. Do you have ideas on how the business site leasing program could be improved?

Responses	
Percent	Count
60.8%	31
21.6%	11
17.6%	9
100.0%	51

Yes  
No  
Yes, and I would like to briefly explain it right now.  
**Totals**

11. Do you think the Vendor Program is a good idea?

Responses	
Percent	Count
87.3%	48
10.9%	6
1.8%	1
100.0%	55

Yes  
No  
Don't know  
**Totals**

12. Do you have a group of vendors/ organizations in your area?

Responses	
Percent	Count
72.2%	39
16.7%	9
5.6%	3
5.6%	3
100.0%	54

Yes  
No  
Don't know  
Not relevant  
**Totals**

13. Do you agree that coordinating language preservation campaigns with tourism makes sense?

Responses	
Percent	Count
74.5%	41
25.5%	14
100.0%	55

Yes  
No  
**Totals**



14. Do you see an opportunity for more involvement at the Chapter level in the design, advertising and distribution of the Visitor Guide?

Responses	
Percent	Count
80.4%	41
13.7%	7
5.9%	3
100.0%	51

Yes

No

Don't know

**Totals**

15. If you could pick one image that best symbolizes Navajo Nation, what would it be?

Responses	
Percent	Count
1.9%	1
9.4%	5
35.8%	19
7.5%	4
15.1%	8
3.8%	2
26.4%	14
100.0%	53

Shiprock

Window Rock

Monument Valley

Livestock and Agriculture

Wedding Basket

Jewelry

Rugs

**Totals**

16. Do you personally make use of the Internet on a regular basis?

Responses	
Percent	Count
85.5%	47
14.5%	8
100.0%	55

Yes

No

**Totals**

17. Do you believe that investing in high-quality videos promoting Navajo Nation is a wise investment?

Responses	
Percent	Count
83.9%	47
12.5%	7
3.6%	2
100.0%	56

Yes

No

Don't know

**Totals**

18. How frequently do you think the film and video industry films on Navajo Nation?

Responses	
Percent	Count
35.7%	20
23.2%	13
41.1%	23
100.0%	56

A lot; we are a great destination for this activity

About the same as most other places

Less than most other places

**Totals**



## 19. Should Navajo Nation own and operate more lodging establishments?

Responses	
Percent	Count
67.3%	37
30.9%	17
1.8%	1
100.0%	55

Yes  
No  
Don't know  
**Totals**

## 20. Should Navajo Nation proactively recruit national chain hotels and restaurants?

Responses	
Percent	Count
54.4%	31
45.6%	26
0.0%	0
100.0%	57

Yes  
No  
Don't know  
**Totals**

## 21. If you have to pick only one, which would you pick?

Responses	
Percent	Count
87.0%	47
13.0%	7
100.0%	54

All tourism facilities development should be owned and operated by Navajo members  
Tourism business recruitment efforts should be focused upon non-Navajo business developers  
**Totals**

## 22. If you are representing a Chapter, do you think it is feasible to have new motel and restaurant development take place at your Chapter?

Responses	
Percent	Count
68.0%	34
18.0%	9
2.0%	1
12.0%	6
100.0%	50

Yes  
No  
Don't know  
Not relevant  
**Totals**

## 23. Do you think that investing in top-quality monument signage is a good investment?

Responses	
Percent	Count
88.1%	52
10.2%	6
1.7%	1
100.0%	59

Yes  
No  
Don't know  
**Totals**



24. Would you support signage that indicates “Welcome to \_\_\_\_\_ Chapter”?

Responses	
Percent	Count
72.7%	40
27.3%	15
100.0%	55

Yes

No

Totals

25. Do you think that it is important to build better facilities for the motor coach sector?

Responses	
Percent	Count
87.3%	48
12.7%	7
0.0%	0
100.0%	55

Yes

No

Don't know

Totals

26. Do you think that tourism development is a good opportunity at the Chapter level?

Responses	
Percent	Count
86.8%	46
9.4%	5
3.8%	2
100.0%	53

Yes

No

Don't know

Totals

27. Would your Chapter be interested in applying for—and competing for—tourism grant money?

Responses	
Percent	Count
64.4%	38
10.2%	6
3.4%	2
22.0%	13
100.0%	59

Yes

No

Don't know

I don't represent a Chapter

Totals

28. If a tourism poster were developed, can you think of an image that would be representative of your Chapter?

Responses	
Percent	Count
75.4%	43
14.0%	8
10.5%	6
100.0%	57

Yes

No

I don't represent a Chapter

Totals



29. Do you know of people that have the interest and ability to establish either a new bed and breakfast or a tour guide business locally?

Responses	
Percent	Count
76.8%	43
16.1%	9
7.1%	4
100.0%	56

Yes

No

Does not apply

Totals

30. Do you believe that you could coordinate enough local volunteers to conduct an annual cleanup campaign?

Responses	
Percent	Count
83.0%	44
13.2%	7
3.8%	2
100.0%	53

Yes

No

Does not apply

Totals

31. Are you supportive of teaming up with state tourism campaigns?

Responses	
Percent	Count
86.5%	45
13.5%	7
100.0%	52

Yes

No

Totals

32. Prior to today, had you heard of the Grand Circle?

Responses	
Percent	Count
64.3%	36
35.7%	20
100.0%	56

Yes

No

Totals

